

Led by the private sector and supported by PNG Women Lead and other donors, BCFW works for gender equity, safety and empowerment of women and girls in Papua New Guinea

Business Coalition for Women 2018- 2023: Taking stock and lessons learned

Independent evaluation of
BCFW's women in leadership,
gender based violence and
gender smart safety programs

Lyla Rogan, 16 July 2024

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1 EXECUTIVE SUMMARY

Background

This evaluation, commissioned by BCFW, covers the period 2018-2023 and was required under the PNG Women Lead investment funded by the Department of Foreign Affairs and Trade (DFAT) and managed by Abt Global. The evaluation examines the evolution of BCFW, the uniqueness of its organisational model and the major achievements, outcomes, and learnings it has realised over the past five years. It focuses primarily on BCFW's flagship programs:

- Promoting women in leadership (Certificate IV in Leadership and Decision Making, Senior Executive Women's Program and Foundations of Directorship Course)
- Supporting companies to address family and sexual violence (FSV), sexual harassment, and workplace safety for women (Model policies, staff awareness sessions, management briefings, training key staff, audit and other tools, FSV Forums).

BCFW will celebrate its tenth anniversary in 2024 and, based on this evaluation, has much to be proud of and good prospects for continued impact, influence, and sustainability. Throughout the report are stories of change which provide deeper insights on the difference BCFW is making – together with its member companies and other partners.

Overview of findings

Over the past five years BCFW has grown in maturity, capability, capacity, and effectiveness. The investment by Pacific Women in strengthening BCFW and covering core costs paid off, as did the ongoing commitment of member companies and their leaders.

BCFW is a home-grown and groundbreaking private sector led organisation and social enterprise. While it offers services and resources to the private and public sectors and other civil society organisations, it is much more than a service provider. It has built and mobilised a coalition of private sector companies and collaborates with other national and international entities that share its long-term vision - *Women have an equal place in decision making, leadership and nation building in PNG.*

BCFW's current organisational strengths are strong foundations for future success.

- Private sector ownership and investment
- A strategic and relational approach
- A business model with good prospects for sustainability
- Its spread of activities and influence – as a resource hub providing services and resources to the private and public sectors and its role in research and advocacy
- Expansion to meet the needs of the Public Sector, sponsored by member companies
- Agility and resilience in the face of challenges
- A capable and stable staff team and board
- A strong reputation with the private and public sectors and with donors and partners.

BCFW's membership has grown steadily from 48 in 2018 to 76 members in 2023 – 63 full members and 13 associate members. This growth is evidence that member companies gain benefits from being part of the Coalition and engaging with BCFW's service offering, research, and advocacy. Most companies join BCFW out of a motivation to achieve change on gender equity, gender-based violence (GBV) and workplace safety for women – in their companies and in society. Understanding the value of women's participation and leadership, and the costs of inaction on GBV, are also key drivers.

BCFW played a significant role in the development and implementation of Bel isi PNG, a public, private and civil society partnership working to improve responses to FSV. As the vehicle for private sector engagement and change leadership, BCFW remains a crucial partner for Bel isi PNG's future success.

For a small organisation, BCFW has an impressive track record of partnering for research to generate the evidence needed to better understand the issues and barriers, raise awareness, advocate for change, and inform program and service responses. Given the challenging issues facing women, and broader contextual realities in PNG, BCFW's work continues to be relevant and much needed.

The report details the volume, quality, and impact of BCFW's leadership and GBV programs. These programs have a good reputation and have expanded in reach (in number of companies, employees in the private and public sectors and provinces). Its suite of leadership courses and its FSV and sexual harassment policy and training services are seen to be of high quality and member companies appreciate that they can be tailored to different company and provincial settings. At this point, the Gender Smart Safety (GSS) Audit and Training is less well known. However, interest in GSS services is growing and it illustrates BCFW's strengths in partnering to develop new initiatives, as does the Lae Safe Transport project.

The evaluation confirms the flagship leadership courses and GBV programs are making a real difference in the lives of women, for survivors of FSV, for employees impacted by sexual harassment and in changing workplace culture and attitudes toward women. BCFW has played an important part in growing the pool of strong, articulate, and assertive PNG women who are better placed to influence and take decisions. This in turn is one of the foundations for achieving change on participation of women and company responses to FSV, sexual harassment and safety of women at work. Taken together these changes are contributing to improved productivity and success of companies.

The report examines how BCFW's approach to working with companies is enabling and contributing to workplace and culture change. Through case studies and input from company leaders it captures the factors inside companies that are prerequisites for change. By supporting and sharing how such change is achieved, BCFW and member companies can have influence in the broader PNG context.

A theme running across the report is the importance of BCFW's role in convening forums, networks and events that bring leaders and allies for change together for learning and influence.

A further theme is the importance of male leaders and allies for change. BCFW's inclusion of men in staff awareness and education programs, its work with high profile men in the private and public sectors and the development of its new Male Allies Program is seen to be critical.

BCFW's business model and its professionalism ensure good value for money and underpin its prospects for future sustainability. Member companies were invited to reflect on the case for future donor investment in BCFW. The quotes below reflect the essence of what the evaluation has found.

"BCFW combines a genuine commitment to gender equality and the rights of women and girls, at home and in society. Working with the private sector to lead change has significant direct and indirect benefits for PNG."

"There are real and acute issues facing women in PNG and few organisations are as effective as BCFW at addressing them."

"There is limited or no funding and resources from the Government of PNG going into the areas BCFW works in. Donor funds are often tied to specific priorities and activities. The BCFW model generates significant private sector funding and this gives BCFW the space to lead and find solutions relevant to and prioritised by PNG women and businesses."

2 INTRODUCTION

2.1 INTRODUCING BCFW

Since 2014, the Business Coalition of Women (BCFW) has been at the forefront of advocating for full participation of women in private and public sector entities in Papua New Guinea. BCFW works primarily with and for the private sector to drive positive and sustainable change for women and businesses in Papua New Guinea. As at December 2023, the Coalition had 76 members, which includes 13 associate members. BCFW, with a secretariat based in Port Moresby, services member companies with approximately 40,000 employees in PNG.

Through courses, programs, advocacy, and partnerships, BCFW works for increased economic participation and opportunities for women, addressing gender-based violence, promoting women's leadership and influence, and creating knowledge and systems change.

BCFW will celebrate its tenth anniversary in 2024. Based on the findings of this evaluation BCFW has a lot to be proud of. It has grown in maturity and impact as a civil society organisation with support of the private sector and international donors that share its purpose and goals.

2.2 EVALUATION PURPOSE AND SCOPE

This end of grant period evaluation covers the period 2018-2023 and was required under the PNG Women Lead investment funded by the Department of Foreign Affairs and Trade (DFAT) and managed by Abt Global in PNG. BCFW engaged external consultant, Lyla Rogan, to undertake the evaluation. She also supported BCFW develop its current Monitoring, Evaluation and Learning Framework (MELF) and its Strategic Plan for 2023-2027.

Conducted between March and June 2024, the evaluation captures what has been delivered and achieved through BCFW's women in leadership programs and its work to address gender-based violence (GBV) and promote gender smart safety. The purpose of the evaluation was to:

- document the evolution of the programs in scope, including an annual view of what has been delivered and to whom
- assess the effectiveness, relevance, and impact of the programs for individual participants and companies and other organisations
- provide a basis for reflection and learning to improve future targeting, design, and delivery of programs
- assess the efficiency, cost effectiveness and likely sustainability of the programs
- review BCFW's capabilities, resources, and capacity to deliver over the five years
- identify gaps in current programming and assess the coherence of BCFW programs with other interventions in PNG with similar objectives
- inform future design of BCFW programs and PNG Women Lead directions, funding, and partnerships.

Scope of evaluation

The evaluation sought to capture the story of BCFW's establishment and development as a homegrown civil society organisation, backed by the private sector and supported through funding from DFAT and other international donors. It sheds light on the factors that have contributed to organisational strengthening and development, and to BCFW's positive reputation and standing.

The flagship programs listed below were reviewed in detail. They were selected because they have been central to BCFW's strategy and identity over the past 5 years and were substantially supported by DFAT funding.

BCFW Pillar Two: Women in Leadership and decision making	BCFW Pillar Three: Prevention of Gender based violence and workplace safety
Cert IV Leadership and Management Course Senior Executive Women’s Program PNG Director Program – Foundations of Directorship and Director Mentorship Program	Supporting companies and other organisations implement and improve: <ul style="list-style-type: none"> – Family and Sexual Violence policies and practices – Anti Sexual Harassment policies and practices – Gender smart safety and solutions

BCFW’s role in advocacy, research, and communication is also considered. This work is cross cutting and foundational for sustainable local and national change in PNG. The report also lifts up BCFW’s commitment and track record of collaborating with strategic partners.

2.3 EVALUATION METHODOLOGY

Overview of the process

A detailed Evaluation Plan guided a four-phase process:

1. **Planning and initial consultation** – desk review, communication to stakeholders and meetings with the BCFW team.
2. **Research and consultation** – Desk review, key informant interviews, member company surveys, workshop with BCFW evaluation support team and planning of field work.
3. **Field work in Port Moresby** – Focus groups with leadership course participants; Member Company Roundtable; one on one interviews with beneficiaries of BCFW’s courses and programs; interviews with managers leading change in their companies or agencies; debriefing and consultation meetings with the BCFW team and PNG Women Lead.
4. **Analysis and reporting** – Synthesizing findings and writing the Evaluation Report.

Desk review

Given the evaluation was retrospective, the desk review was highly important, and included close review of:

- program data over 5 years
- relevant organisational and program reports and communications
- existing participant and company feedback and surveys.
- published research reports BCFW led or contributed to
- PNG Women Lead frameworks and plans
- Pacific Women Shaping Pacific Development reports

A list of key background reports and readings is included at Appendix One.

Key stakeholders

In designing the qualitative aspects of the evaluation, the primary stakeholders were identified as:

- BCFW staff and board directors
- Member Companies of BCFW
- Program delivery and research partners
- Bel isi PNG Partners
- Program participants and beneficiaries – individuals and companies

- Public sector agencies using BCFW services
- Department of Foreign Affairs and Trade
- PNG Women Lead (Abt Global PNG)
- Pacific Women Shaping Pacific Development (Cardno)

Qualitative research and consultation

Key informant interviews - 20 virtual interviews were conducted across the primary stakeholder groups. Guiding questions were shared with interviewees in advance. See Appendix Two for the list of interviewees.

Member Company Surveys – Two surveys were sent to each member company. One was directed to Chief Executive Officers (CEO) or equivalent senior executives. The second was directed to Human Resource (HR) Managers or key personnel engaged with BCFW’s services. In broad terms the surveys were designed to elicit company perspectives on:

- motivation for and value of membership with BCFW
- relevance and quality of BCFW’s programs and support
- outcomes resulting from specific BCFW leadership courses and support of companies around Family and Sexual Violence (FSV), Anti-Sexual Harassment (ASH) and Gender-Smart Safety (GSS)
- drivers of change in companies
- BCFW’s reputation and achievements
- improvement of existing programs and new initiatives needed.

The response rate was relatively strong with 20 CEO/executive responses and managers and 21 responses from HR managers or other key personnel. In total 38 companies, or 50 percent of BCFW’s member companies, were represented in the survey responses.

Focus groups - The consultant facilitated two focus groups for women who had completed the Certificate IV in Leadership and Management or the Senior Executive Women’s Program with a total of 12 participants. In a separate focus group three women and one man who had completed the Foundations of Directorship Course shared their experience of the course. The focus group discussions explored the difference the courses had made for participants in the short to medium term, including any flow on benefits for their employers and communities.

Member Company Roundtable – This forum was attended by senior representatives of seven member companies and had a dual focus on the impact of BCFW’s advice and services and what needs to be in place inside companies for change to be effective and sustainable.

Stories of change – A major component of the fieldwork involved gathering change stories from individuals and companies to demonstrate the impact and learnings that flow from BCFW’s work and from company-led change. One on one interviews were used to gather the stories with a commitment to confidentiality and safety for FSV survivors and others where this was their preference. The report includes direct quotes from participants in focus groups and interviews to give weight to key findings.

The consultant thanks everyone who shared their experience and perspectives in this evaluation. The findings affirm the impact BCFW is having with women, its member companies and more widely. They also demonstrate the gravity and complexity of the issues and the importance of the PNG Women Lead Program.

3 EVOLUTION OF BCFW

3.1 ESTABLISHMENT AND EARLY YEARS

BCFW was registered as an association in September 2013 with the secretariat established in 2014 through a project funded by the Australian Government under the Pacific Women Shaping Pacific Development Program, with assistance from the International Finance Corporation (IFC). The impetus for this project came from a growing body of evidence in PNG and other Pacific countries concerning the costs of family and sexual violence to business. IFC ran the small secretariat and provided technical assistance in the first four years.

The goal was for BCFW to be an independent civil society organisation led by and serving a coalition of private sector companies operating in PNG. Its vision from the outset was to “be the innovative and inclusive driver of business growth through positive change for women in PNG.” Highlights were reported at the inaugural BCFW Annual General Meeting held in early 2016, for the period January to December 2015.

- Appointment of the first Executive Director and an administration assistant
- Launch of resources for businesses on addressing FSV, including a Model FSV Policy
- Pilot training and support to implement an FSV Policy (two member companies)
- Development of workplace tools for women’s safety at remote worksites (three member companies)
- Launch of the Certificate IV in Leadership and Management in partnership with Wings Education, and delivery to the first cohort of students
- Delivery of a range of FSV workshops, seminars and events reaching 260 participants from the business community.

The BCFW secretariat was initially very small. Ex-staff and current board members reported that BCFW struggled in its early years to live into its bold ambitions for services to member companies and wider influence in PNG on gender equity and women’s leadership. However, the list above suggests the seeds were sown for its signature programs very early in the piece. The involvement of IFC lent credibility to BCFW, as did its founding member companies and the business leaders who joined the BCFW Board.

By 2016 BCFW had 47 members and demand for its trainings, resources, and support were growing. IFC continued to provide technical and advisory support as a program partner up to 2017.

In 2016 the Bank of South Pacific (BSP) and BCFW were working to establish a safe house for women and children escaping family and sexual violence. In 2017 they were joined by Oil Search Limited, through its Foundation and in 2017 Bel isi PNG was born as a collaboration between the private sector, civil society organisations (BCFW and Femili PNG) and the Australian Government in partnership with the Government of PNG. BCFW was a major player in this initiative having worked with BSP toward establishing the safe house and having already developed FSV services tailored to private sector companies – executive briefings, support to implement an FSV Policy, training of contact points and staff awareness sessions. As part of Bel isi PNG, BCFW delivered FSV information sessions, contributed to marketing and governance and convened forums for subscribing companies. Through its important contribution to Bel isi PNG BCFW’s role and credibility in the FSV space grew.

In 2018 BCFW transitioned from a program arrangement with IFC to receiving direct funding under the Pacific Women Shaping Pacific Development partnership between the Australian Government and the Government of PNG. This important development allowed BCFW to grow its internal capabilities and focus on “providing a responsive, more cost effective and sustainable service for members and the

business community at large.” (BCFW 2018 Annual Report). This transition of governance meant a slowing of development and delivery of services in order to build organisational infrastructure and capability for the future.

In July 2018 Evonne Kennedy was appointed to the position of Executive Director (ED). In that year the Secretariat grew to four staff including the ED, FSV Project Officer, Monitoring and Evaluation Officer and Marketing and Communications Officer. Other functions such as finance were outsourced. In the following year the staff increased by a further two.

Following a review of its vision, mission and objectives in November 2017, the Coalition adopted objectives under four Strategic Pillars: Support companies to address violence; Promote women in leadership; Increase and retain female participation in the workforce; and, Expand opportunities for women-owned businesses in supply chains. These pillars closely aligned with the Pacific Women PNG outcomes and priorities. A fifth goal was to ensure BCFW was resourced sustainably and mission focused.

From late 2018 through 2019 BCFW became stronger and better positioned for growth and impact. Important elements of this were:

- BCFW received the second phase of funding under Pacific Women PNG covering the period November 2018 to September 2021. This funding was explicitly directed to *Strengthening the Business Coalition for Women* – as a civil society organisation and social enterprise. DFAT allocated roughly 1.5 million AUD over four years and income of 1.9 million AUD was expected to come from membership subscriptions, fee for service revenue, private sector sponsorship and in-kind contributions.
- The BCFW team prioritised development of organisational policies, systems, and capabilities. This attention to internal capacity development was needed if programs were to be further improved and expanded.
- There was a strong focus on the business model and how BCFW could achieve financial sustainability over time.
- BCFW prioritised use of existing research and remained committed to further research that has built understanding of the needs and experiences of women and businesses in PNG and supported program design and advocacy.
- By building a coalition of businesses and with the involvement of key private sector leaders, BCFW created a sense of urgency, particularly in relation to the impact of FSV for women and children, for businesses and for the nation.
- BCFW was strategic in consolidating and improving its service offerings to member companies and its leadership courses. New offerings were piloted and the lessons used to shape how BCFW could best support member companies around women’s leadership, FSV, ASH and Gender Smart Safety (GSS).
- From 2018, BCFW worked to develop systematic ways to collect data and monitor the value and impact of its programs, and it continued to invest in strengthening monitoring, evaluation and learning over the period of the evaluation.
- BCFW was consistently recognised by donors and managers of Pacific Women in PNG as meeting its own objectives and delivering on its reporting and accountability requirements, which helped to position it well in subsequent years.
- BCFW had continuity of leadership through its Executive Director and Board Chair. Board Directors have brought considerable influence and expertise and have been a factor in the credibility BCFW has built with the private sector, the Government of PNG and other civil society organisations.

This evaluation has found that, despite some inevitable challenges in the early years and during the COVID restrictions, BCFW has grown in maturity, capability, capacity, and effectiveness. The investment by Pacific Women in strengthening BCFW and covering core costs paid off, as did the commitment of the company leaders committed to the cause. BCFW has built a strong reputation with the private and public sectors and with donors and partners. The testimony of member companies, partners and program participants and beneficiaries all point to this key finding.

3.2 MEMBERSHIP PROFILE AND BENEFITS

Over the period of the evaluation, BCFW's membership grew from 44 companies in 2018 to a total of 76 members in 2023 – 63 full members and 13 associate members. Full members are registered PNG business entities or business sector peak bodies. They pay a membership fee on one of four levels, depending on the size of their workforce. Associate membership was introduced in 2020 and enables non-PNG entities, community groups and NGOs and the public sector to support BCFW's work and have access to training programs and events.

The current membership is diverse in size, industry sector and company structures. This requires BCFW to adapt and tailor support in vastly different organisational settings. Current member companies represent a reach of approximately 40,000 employees in PNG.

The surveys of member companies specifically canvassed the motivations and benefits of membership by member companies. In one survey, CEOs and executives were invited to identify the **three main reasons** for their company originally joining BCFW. With 20 responses, there were strong similarities in the reasons for joining.

- To be part of a coalition leading change on gender-based violence and gender equity in PNG (85 percent)
- To access services, programs and resources offered by BCFW (55 per cent)
- To increase productivity and business results through women's participation and leadership (55 percent)
- To improve recruitment opportunities for women in the company (45 per cent)
- To improve the company's reputation by being seen to support gender equity and inclusion (30 per cent)

Two companies indicated costs of family and sexual violence to business was a primary factor.

Both member company surveys explored the main benefits of BCFW membership, noting that some companies will have had longer and deeper engagement with BCFW. CEOs and HR Managers responded to this question in similar ways with the following benefits emerging as significant.

An increase in staff awareness on gender equality and family and sexual violence.

Unpacking this, reference was made to helping company leaders and staff: understand the current situation in PNG; learn more about the experience of women in the workforce and what it takes to increase participation and leadership; raise awareness of the prevalence and impact of FSV; and, exchange of private and public sector experience with implementing Gender Equity, Disability and Social Inclusion (GEDSI).

Company comment: The programs you provide address the crucial issues like gender equality, access to entrepreneurship and contributing to broader economic development and social progress in the country.

Accessing relevant guidance, resources, courses, and trainings. This included leadership course content and the suite of services, resources, and tools available to companies working for change.

Upskilling of women as leaders and more confident employees. Member companies noted that the Certificate IV in Leadership and Management and the Senior Executive Women’s Program have resulted in promotion opportunities and increased responsibilities for women in their companies. The associated support – mentoring and networking in particular - has been important to sustaining the learning from courses.

Company comment: In line with our goal to build capacity for women in leadership to reach 35 percent in management by 2027, BCFW’s programs have helped us in creating an environment where women can excel and support each other and encourage participation from our male colleagues.

Accessing guidance and practical support to adapt and implement FSV, ASH and GSS policies. This work is inclusive of executive briefings, staff awareness session and contact point training, all of which help companies embed or institutionalise change.

Being part of private sector led coalition influencing change through advocacy and systemic influence. Most member companies indicated they value being part of a credible and increasingly visible organisation championing change. They gain benefits from being connected to others who are committed to gender equity and value BCFW’s role in convening networks and expert forums.

Networking opportunities among member companies. Managers and women leaders see a further benefit in gaining exposure to the experience of colleagues from other companies - sharing information and learning about the initiatives they are adopting to address gender equality and empowerment of women in their workforce.

Increased productivity and reduced costs to business. Some companies noted productivity had improved through increased participation and leadership by women. There were other companies that reported reduced costs to business as a direct benefit of engaging BCFW’s services.

The value of BCFW membership was also affirmed through key informant interviews and the Member Company Roundtable.

After a drop in membership numbers in 2018, BCFW’s membership has grown steadily since. This is evidence that member companies and associate members anticipate and gain benefits from being part of the Coalition and engaging with BCFW’s service offering, research, and advocacy.

3.3 STRENGTHS OF THE BCFW MODEL

Interviews for the evaluation frequently referred to BCFW being a unique model, that is fit for purpose and right for the PNG context. BCFW is a civil society organisation led by the private sector, and a social enterprise. As a “Coalition” it is an expression of the private sector’s commitment to gender equity, prevention of gender-based violence and safety for women at work and in their communities.

This is an unusual mix, yet it is this mixed status that has helped BCFW build and leverage credibility and impact with the public sector and civil society, as well as the private sector. An overview of the factors that have underpinned BCFW’s growing success and influence are captured below.

Private sector ownership and investment

Under its constitution private sector businesses, as members, effectively own and govern BCFW. From the very beginning private sector companies contributed financial and in-kind support for the establishment of a “coalition” working to drive change around gender equality in PNG. This was motivated by growing recognition of the costs to business of family and sexual violence, the prevalence of family and sexual violence, and the gender gap in workforce participation and

leadership between men and women in PNG. The evaluation heard this model is a great fit for PNG where the private sector plays such a significant role in national development and employment.

A strategic approach

BCFW has been bold in its vision and strategic goals and has capitalised on relationships (member companies, partners, networks, and donors) that share its purpose and change agenda for PNG. Its long-term vision and strategic focus have centred, in part, on building sustainability and influence. The board and management have been willing to invest in internal capability and draw on external expertise as needed (for example: program delivery partners, research partners, consultants, and outsourcing). The expertise, financial support and in-kind assistance provided by member companies has been important for BCFW's development, reputation, and positioning. In 2023 BCFW reviewed its Monitoring Evaluation and Learning Framework and developed a Strategic Plan for 2023-2027. In keeping with its strategic approach, BCFW has worked to ensure alignment of its strategy, theory of change and outcomes framework.

A business model with good prospects of sustainability

BCFW has a mixed financing model with funds being raised through membership fees, fee for service offerings, company sponsorship and grants from DFAT and other international donors. For this business model to be sustained, BCFW needs to demonstrate value and be accountable to members, provide relevant and quality services, maintain a high profile, and continue to fulfil the requirements for monitoring, evaluation and reporting to donors. The evaluation has found BCFW is fulfilling the expectations of its key stakeholders and this in turn is improving the prospects for ongoing sustainability of the organisation.

Core funding has been pivotal

The importance of core donor funding since 2018 cannot be overstated. Core funding enabled BCFW to put solid work into organisational policies, governance and management, financial systems and monitoring and evaluation processes and data collection. As a small organisation this involved initially identifying, adapting, and introducing systems that were not necessarily the best, but could be built upon and strengthened over time. In turn, these systems and processes allowed BCFW to improve its program operations and demonstrate the volume and impact of its work. Organisational policies and systems were reviewed by a consultant in 2022, with continuous improvement remaining an ongoing objective.

Much more than service delivery

BCFW offers a suite of products, courses, and services across four strategic pillars. Its signature programs have been piloted, implemented, reviewed, and improved over time. The need for tailoring these to specific companies, industry sectors, government agencies and civil society organisations is understood, as is the need to adapt delivery models in provinces outside the National Capital District.

Importantly, BCFW seeks to mobilise the private sector as a Coalition standing for women and gender equality. It assumes the role of convenor – bringing leaders and networks together to profile the issues, raise awareness and advocate for change.

Its strategy recognises that to be effective in bringing about change, BCFW must work through different modalities and with an understanding of the challenges of systems change in the PNG context – in member companies, in government, in the public domain, and in communities. BCFW appreciates that change requires sustained effort over the long term and collaboration for greater impact.

Expansion to serve the public sector

Over the period of this evaluation, BCFW expanded its service offer to women in public sector agencies, with member companies sponsoring their participation. BCFW occupies an important place at the interface of the private and public sectors. It has designed and rolled out products and services to the private sector and has increasingly looked to how these can be translated and made accessible to public sector employees and leaders.

Agility and resilience in the face of challenges

Since 2018, BCFW has demonstrated it can adapt fast to changing circumstances and bounce back from the challenges these adjustments cause. For example, while Bel isi PNG was an important and positive initiative, it did present challenges for BCFW as their member companies were invited to become subscribers to Bel isi PNG. It took time to work through what was a Bel isi PNG service delivered by BCFW to businesses and what was a service for member companies of BCFW. At this time, BCFW faced increased demand for its services and needed to commit time and resources to Bel isi PNG, without losing the value and reputation it had built with members of the Coalition.

During the Covid Pandemic networking events and all programs, other than the Certificate IV in Leadership and Management, were converted to online delivery. For a small organisation this was a significant achievement. BCFW was quick to move back to face-to-face delivery when the State of Emergency restrictions were lifted and experience pointed to this modality being the most effective.

A capable and stable staff team

BCFW is a home-grown Papua New Guinean organisation. From the beginning all staff have been PNG nationals. Over the past 5 years the tenure of five core staff, including the ED, has been between four and six years. As they built the organisation and expanded operations, the secretariat has benefited hugely from this continuity. The team has learned together and been highly effective at transferring knowledge to newer staff. The current ED has prioritised staff capabilities and team work and built a positive organisational culture through communication, acknowledgement of performance and a willingness to take risks and learn from mistakes and successes.

“Under Evonne’s leadership we have built good communication and trust. We always feel supported and we have had space to grow our capabilities. Being small has had some advantages in creating teamwork. But we came from something of a poverty mindset. Now we are positioned to stop playing small and think bigger.”
(Staff)

A strong and effective partner

Being strategic and effective in initiating, joining, and working through partnerships – across the private and public sectors and civil society - has directly enhanced BCFW’s reputation and credibility. The very model of BCFW as a “Coalition” requires that partnership and collaboration are part of BCFW’s DNA. Evaluation interviews, focus groups and member surveys all point to BCFW’s strength in brokering and working through partnerships. BCFW’s Annual Reports consistently profile and acknowledge partners they have worked with in program design and delivery, research, advocacy campaigns, company sponsorship and donor arrangements. A list of strategic partners over the years covered by this evaluation is included at Appendix Three.

4 OVERVIEW OF BCFW PROGRAMS AND ACTIVITIES

This section provides an overview of BCFW’s Women in Leadership and Gender Based Violence programs and activities since 2018. It summarises the development, reach and profile of BCFW’s signature programs and its work in research and advocacy. As a retrospective evaluation it relies on the data that is available for those years and information contained in reports and communications reviewed as part of the desk research.

4.1 WOMEN IN LEADERSHIP COURSES

Certificate IV in Leadership and Management

The Certificate IV in Leadership and Management has been a BCFW flagship program since 2015 delivered in partnership with Wings Education. The course runs over three blocks and was designed to give women building blocks to become effective team leaders, supervisors, and managers. It is a competency-based program accredited under the Australian Qualifications Framework.

Companies sponsor women to participate in the course as part of their commitment to improving gender equity and leadership opportunities for women. Some member companies Abt Associates, Tetra Tech International Development (Australia Awards) and JSS4D have sponsored women from the public sector to undertake the course. Feedback through this evaluation suggests that bringing private sector and public sector employees together for the training has been beneficial for those involved.

By the end of 2018 the course had been delivered to nine student cohorts, each including three learning blocks, with over 120 participants. The Cert IV course developed a good reputation over this period and as of December 2023, a total of 293 women from 22 cohorts have successfully graduated. In May 2018 BCFW launched the Cert IV in Leadership and Management Alumni to facilitate ongoing exchange and networking opportunities for women who had completed the course.

It is significant to note that some member companies sponsored a significant number of women employees to complete the Cert IV course - Digicel PNG (56 women), BSP Financial Group (23 women), Anitua (NCS) (21 women), Oil Search (12 women) and Dentons PNG (10 women). This has been a major aspect of their gender equity and inclusion strategies.

Below is an overview of the reach of the Cert IV course over the period of the evaluation.

Year	Cohorts	Sponsoring companies	Registered participants
2019	4 (Cohorts 10 – 13)	14	63
2020	2 (Cohorts 14 - 15)	9	37
2021	4 (Cohorts 16 – 19)	11	73
2022	2 (Cohorts 20 -21 online)	10	33
2023	1 (Cohort 22)	4	11

As of 2024, BCFW is planning to introduce a new Women in Leadership Course with IEA College of TAFE in PNG. It will continue to be competency based in line with the Australian Qualifications Framework, but will result in Statements of Attainment for course units. The content areas will be similar to the Certificate 1V, and cover leadership foundations, communication and critical thinking, data analysis and finance management, strategic decision making and managing diversity and inclusion.

Senior Executive Women’s Program

The Senior Executive Women’s Program (SEWP) curriculum was developed with the support of Pacific Private Sector Development Initiative (PSDI), a regional technical assistance program undertaken in partnership with the Asian Development Bank and the Governments of Australia and New Zealand.

The SEWP is targeted to women in executive and senior management roles, and supports them to build confidence, expand their skills and knowledge of business operations, and establish networks with other women in senior positions in the private sector. BCFW engages an external facilitator to run the course, with support from BCFW staff. The program is delivered through a combination of presentations, case studies, guest speakers and interactive activities.

The program was launched in July 2019 and subsequently delivered 10 times with a total of 183 participants up to the end of 2023. Ongoing monitoring and evaluation have been used to improve content and processes for learning.

In 2020 a mentoring program was developed for participants who had completed the SEWP. Mentors were matched with mentees as a form of support and further professional development. While the evaluation has found support for mentoring and coaching of women in leadership roles, there have been some challenges in implementing this initiative which are explored further in the findings section.

In 2023, BCFW partnered with Care International to deliver the SEWP in Morobe, West Sepik, East New Britain, Western Highlands, and Western Provinces. The training included 109 women from 14 Provincial Health Authorities or health.

The table below shows the program data since 2019.

Year	Training programs	Sponsoring companies	Registered participants
2019	1	13	22
2020	0	0	0
2021	1	5	11
2022	2	10	32
2023	6	13	111

Foundations of Directorship Course

The Foundations of Directorship Course was initially piloted in 2019 and has been part of BCFW’s suite of leadership programs since. The course has been designed for PNG and is delivered over three days by the Australian Institute of Company Directors. Member companies sponsor women and men to undertake the course with a view to facilitating pathways to serving on boards and equipping them to fulfill Director responsibilities. Course feedback over time and feedback in the FOD focus group indicates the course content is useful and contextually relevant to PNG. However, it has been more difficult to track whether those undertaking the course have had more opportunities to be on boards because of the course.

Year	Course	Sponsoring companies	Registered participants		
2019	1	10	25	13F	12M
2020	0	0	0	0	0
2021	1	3	20	7F	13M
2022	0	0	0	0	0
2023	1	8	17	10F	7M

4.2 GENDER BASED VIOLENCE PROGRAMS

BCFW is recognised by the private and public sectors, and by donors, for its important work to address gender-based violence (GBV). This includes supporting companies to better understand, respond to, and implement initiatives that address family and sexual violence (FSV) and sexual harassment (ASH) and provide for safety in the workplace for women and men.

Family and Sexual Violence

Member companies have access to a suite of tailored FSV management briefings, policy advice, training of contact teams and employee awareness sessions. These services are designed to:

- equip companies lead change from within
- assist employees better understand the causes, prevalence and impacts of FSV
- provide safe and trusted points for survivors to disclose FSV and seek help, and
- facilitate pathways for survivors to get access to crisis and ongoing support.

As a key partner in the Bel isi PNG initiative, BCFW’s FSV work was given momentum and recognition. Bel isi PNG’s purpose was to galvanize the private sector in partnership with government and civil society, to play a transformational leadership role in changing attitudes towards FSV and improving services for survivors. Specifically, it sought to align strategies around education and awareness raising, improving referral pathways, establishing a case management service, facilitating better access to the Seif Haus and counselling, and improving the effectiveness of the wider law and justice system.

In 2020 BCFW received funding from the European Union (EU) through UN Women under the ‘Spotlight Initiative’. This funding allowed BCFW to provide free consultancy support to companies outside of Port Moresby, which was something its member companies were calling for. It also allowed BCFW to connect with other Civil Society Organisations outside the National Capital District working in the space of FSV and the women’s movement.

Over the period 2019-2023, 42 companies implemented an FSV policy and trained contact teams to respond to FSV. These interventions have the capacity to reach over 31,000 staff employed by those companies. In this same period BCFW has delivered staff awareness sessions to companies and other agencies that have reached 2,221 staff.

FSV services and forums

Year	FSV policy & training – companies	Contact team members	Potential company staff reach	FSV Awareness sessions - companies	FSV awareness sessions – staff
2019	4	37	1,826	1	9
2020	6	103	8,520	11*	638*
2021	16	152	8,802	19	625
2022	8	68	3,441	13	401
2023	8	72	8566	14	548

*Includes Bel isi PNG sessions with 3 companies and 188 staff

Since 2018, BCFW has convened annual or bi-annual FSV Forums which bring together business, government, and civil society leaders to exchange learning and experience, hear from experts and build relationships that lead to improved responses to FSV. These have been very well received.

- 2019 - Port Moresby - 68 attendees (60 female and 8 male)
- 2020 - On line – 70 attendees (41 Female, 27 male 2 no gender disaggregated)
- 2021 - Port Moresby - 107 participants (76 female and 31 male) and Lae – 23 attendees (23 female and 9 male)
- 2022 – Port Moresby - 127 attendees (90 female and 77 male)
- 2023 - Port Moresby - 72 attendees (55 female, 16 male and 1 preferred other gender)

2020 was a challenging and pivotal year for BCFW's program and advocacy work to address FSV.

- With a State of Emergency declared due to COVID, face to face information and training sessions were not feasible and program development and delivery was affected.
- In mid-2020, the death of a prominent PNG woman, at the hands of her partner, spurred action in the private and public sectors and shone a light BCFW's advocacy work. More member companies sought out FSV staff awareness sessions and BCFW launched a major campaign. This included news articles sponsored by member companies on the prevalence of FSV and support available, and called on stronger action by the Government of PNG.
- In November, BCFW and member companies were involved in an inaugural GBV Summit lead by National Capital District Commission (NCDC) which resulted in establishment of a Special Parliamentary Committee on GBV.
- BCFW worked with IFC on baseline research with three companies to investigate the impact of workplace responses to FSV. The endline research was conducted in 2022 and the report 'Workplace Responses to Family and Sexual Violence in PNG: Measuring the Business Case' was released in 2023.
- BCFW undertook consultations to better understand the experiences of men. This focused on what support was available to men and the need to engage men in conversations around their perception of women and women's roles in the workplace, and more generally. This was designed to inform development of a Male Allies project to be further trialled and implemented from 2024.
- Due to COVID and changes at Oil Search Limited, Oil Search Foundation pulled back some of its programming including its support to Bel isi PNG. BCFW took on many additional functions during this period, including organising and hosting the 2020 FSV leadership event for Bel isi PNG. This included a Panel Discussion on 'The Role of Men in Addressing Family and Sexual Violence' hosted at the Oil Search National Football Stadium, and sponsored by SP and Brian Bell. Member companies and key stakeholders were invited and the event was livestreamed.

Anti-Sexual Harassment services

Building on the experience of working with companies to address FSV, in 2017 BCFW began offering advice to companies on implementing a sexual harassment policy and toolkit and provided contact point training. In late 2018, BCFW launched free education sessions for employees of member companies covering what constitutes sexual harassment in the workplace, laws pertaining to sexual harassment and strategies to provide safe work spaces for staff.

From 2019 to 2023, 53 companies conducted staff education sessions, reaching over 3,000 staff. In the same period, BCFW supported 37 companies to develop or adapt policies to prevent and respond to sexual harassment in the workplace, coupled with training of 222 contact points for reporting and responding to sexual harassment. Engaging men in bringing about attitude change inside companies and understanding their role in calling out sexual harassment has been a growing focus of this work.

ASH services

Year	Companies - Policy & training	Contact Team members trained	Potential company staff reach	Companies - Staff education sessions	Staff reached
2019	8	18	6,000	13	481
2020	5	6	3,410	6	381
2021	7	15	3,855	8	299
2022	11	100	2,845	14	453
2023	6	83 (54 F 29 M)	5,526	12	550

Gender Smart Safety Audit and Training

The Gender Smart Safety (GSS) Program, a first in PNG, is an example of BCFW’s leading edge work with the private sector. It seeks to assess and respond to workplace and staff safety issues through a gender lens. Between 2016 and 2018, BCFW partnered with IFC to develop and pilot GSS audits with St Barbara (Simberi Island Gold Mine) and New Britain Palm Oil Operations. These audits tested the tools and training that would later become part of the BCFW service offer. The GSS audit tool, designed by Factive Consultants, was handed over to BCFW in January 2020.

The audit uses a range of specifically designed tools to assess emotional, physical, and occupational safety of women. It is intended to accompany other workplace safety audit process and policies. A ‘Task Force’ is trained over 5 days to conduct the audit and a report is prepared with recommendations for action by management. The audit is designed to be repeated twice at six monthly intervals and then yearly after that. Initially there was slow take up of the audit and training due to the cost and commitment of time involved.

BCFW worked with Pacific Towing and Oil Search Limited to implement the audit in early 2020. Six task force members were trained for Pacific Towing. 13 staff from the Oil Search Ltd were trained with their Kutubu Operations and Port Moresby Head office audited. The potential reach of these GSS audits was 1,100 company staff.

In 2022 BCFW worked with two more companies to implement the audit - PNG Power Limited and Solar Solutions (under the USAID funded PNG Electrification Partnership). 14 employees were trained to conduct the audits. Senior male managers from these companies report the audits have been highly valuable. Not only did the audits raise awareness of the different safety risks for women and identify improvements to women’s safety, the process became a vehicle for facilitated conversation among men around attitudes to and perceptions of women.

The evaluation found while there is less awareness of BCFW’s work in this area, interest in the GSS audit and training process is growing, and women and companies have a lot to gain.

Story of change – Oil Search Limited

Oil Search Ltd (now Santos Ltd) undertook the GSS audit in 2020 on three operating sites (Ridge, Moro and Gobe), and with the Port Moresby central office. 13 staff were trained by BCFW who also provided support with the audits. This story reflects on what Oil Search did and some of the lessons learned.

Jean Martin, Head of Santos Foundation PNG: “Oil Search at the time was very focused on improving diversity and ensuring women were supported in the workplace. The company was looking at a variety of initiatives to support that – and this was one of those. We knew that the GSS audit would provide women with an opportunity to really express some key concerns and issues that would typically be missed in routine safety processes which are built through a very masculine lens.”

The audit process enabled management to take a gendered focus on safety issues in operational sites, which are challenging contexts for women in PNG. Staff – those trained as auditors and those providing information for the audit – became better educated in why a specific focus on women’s safety in the workplace is needed. The dialogue on these issues was elevated and it became clearer how lack of attention to women’s safety impacts the retention of high performing female staff. The audit report gave the company clear recommendations to move forward and some of these were taken up.

One of the major changes resulting from the audit was improving accommodation for women. At the Ridge site in Kitubu, Oil Search established Q Block as dedicated accommodation for female employees. It was of a higher standard and shrouds were placed around the surrounding garden. This provided greater safety and privacy for women. Previously senior women were housed with male colleagues and more junior women had a lesser standard of accommodation. With Q Block female staff at all levels of the business could access a similar standard of rooming options and accommodation better tailored to their needs. Other changes included adjustments to scheduling of times for gym use and alarms, and changing fixtures in rooms and common areas. Similar upgrades to accommodation and facilities at other sites are planned.

There were challenges at the time this work was done - the second planned audit was not completed and some of the recommendations are yet to be implemented. COVID impacted progress, as did major company changes, including mergers, management and redundancies resulting from Santos taking over.

Some lessons from the process itself were that men and women wanted space for separate discussions with their peers. The audit process was quite demanding in an environment where back-to-back shift changes are needed and staff leave the operational sites. There are challenges in how a changing workforce is educated and made aware of the importance of gender aware safety and attitudes, policies and strategies that underpin this. Digital safety is increasingly important as a concern for women.

Jean reminds us how critical the commitment of executive management is to embracing Gender Smart Safety and points out that current leaders of Santos PNG are supportive of the process and committed to taking forward the recommendations from the 2020 audit and implementing the second audit to ensure there is tracking of progress and continuous improvement.

4.3 RESEARCH

For a small organisation, BCFW has an impressive track record of partnering for research to generate the evidence needed to better understand the issues and needs, raise awareness, advocate for change, and inform program and service responses. Below is an overview of key research that BCFW has supported in recent years.

The business case for improving company responses to FSV

Between 2020 and 2022 BCFW partnered with IFC to carry out baseline and endline research with three companies to identify how companies can better support women affected by FSV and the benefits of that support for women and for the business. The final report *Workplace Responses to Family and Sexual Violence in PNG: Measuring the Business Case* was launched in July 2023.

BCFW played a major role in securing the involvement of the three companies – members of BCFW and subscribers to Bel isi PNG. Their team conducted and enumerated surveys of around 1000 employees as part of the baseline and endline research.

The report provides evidence-informed recommendations targeting businesses, service providers, and other relevant institutions working to prevent and respond to FSV in PNG. A core finding was that where companies initiate structured workplace responses to address FSV, drawing on the resources of BCFW and in coordination with service providers, they can significantly improve the well-being of staff, build a more resilient workplace, and improve their financial performance by reducing productivity losses and turnover costs that may result from FSV. Other important findings at endline were:

- Lifetime experience of violence at endline decreased from 43% in 2020 to 38% in 2022.

- Emotional and financial abuse remain the most common forms of violence.
- Almost one in four senior female managers reported experiencing FSV more than 12 months ago.
- There was a promising shift in attitudes away from acceptability of violence.
- The proportion of women and men who said family violence is never acceptable increased by two and four percentage points.

While the report has wider application than for BCFW, it is an invaluable resource for its work with businesses and for member companies wanting to take action to address FSV.

Women's leadership matters

In 2021, BCFW and the PNG Institute of Directors were involved in launching and promoting the first *Leadership Matters: Benchmarking Women in Business Leadership in the Pacific* report, conducted by the Private Sector Development Initiative (PSDI) which is part of the Asian Development Bank (ADB). The report cites that women are grossly underrepresented in business leadership globally and goes on to capture the negative impacts of this for company performance, productivity, and profitability.

The research conducted on 14 ADB member countries across the Pacific captures the profile of women's positions as board directors, board chairs, and chief executive officers (CEOs). It aims to generate data and guidance for businesses, civil society organisations, development partners, and governments to improve policy and practices to increase women's leadership in the private sector and society more broadly.

At the end of 2023, a second round of research was undertaken, expanding upon the 2021 baseline. BCFW played an important role in the research on women in leadership in PNG. Three quarters of the businesses participating in the research were BCFW members. Its staff conducted enumeration and key informant interviews in PNG and helped with the collation and analysis of findings included in the report.

A preview of this report shows that while representation of women on boards and senior executive positions is lower than regional averages, there has been an improvement over the past two years. Female board chairs rose from 4% to 7%. Women directors rose from 19% to 21% and CEOs from 5% to 9%. This reinforces the importance of BCFW's work on women in leadership and its work to address the cultural and other barriers to women's access to leadership roles in businesses and other sectors. The report will be released later in 2024. BCFW sees this biannual benchmarking research as an excellent resource to inform its strategy and future investments in the growth, performance, and leadership excellence of women.

The business case for employer-provided childcare

In 2023, BCFW partnered with IFC to research child care in the private sector. The report *Tackling Childcare: The Business Case for Employer Supported Childcare in PNG* was launched in 2024. The research is an important example of BCFW partnering for research that supports their goals and strategies – in this case economic participation of women.

The study sought to identify the costs of inadequate access to quality and affordable childcare for working parents and for businesses. It is estimated 75 percent of working parents are struggling to balance caring responsibilities with paid work. For PNG businesses, the costs are substantial and far reaching, with inadequate access to quality and affordable childcare leading to absenteeism and high turnover, affecting business productivity, women's workforce participation - and the economy. On average, 13.7 workdays are lost to employees each year in PNG, due to caring responsibilities.

Lack of access to childcare creates significant barriers to work for women. As primary caregivers for children and other family members, many employable women never have the opportunity to enter the workforce. Women are more likely than men to quit their jobs, decline promotions, or reject job offers due to the challenges of managing their workload and childcare responsibilities.

The research identifies a range of possible actions for employers, the government, and other stakeholders wanting to back working parents in PNG. BCFW can use research of this kind to decide what part it can play in addressing barriers to women's participation and encourage action by companies and government.

Advocacy, networking and influence

BCFW's newsletters, annual reports and progress reports to donors tell a powerful story of the role and activities BCFW engages in to raise awareness, promote learning, build networks, campaign for gender justice and equality and influence decision making. It would not be particularly useful to list or aggregate these activities. They include convening of forums and networking events, published newsletters, media articles and good practice case studies, representation on private and public sector committees, social activism and speaking appearances at national and provincial events.

In interviews, focus groups, the member Company Roundtable and the survey results some key messages emerged.

- BCFW is increasingly seen as an expert in its field and a trusted voice on gender equity, women's leadership, GBV and women's safety in the workplace.
- It has strong credibility with private sector leaders and member companies.
- It is recognised as having a legitimate convening role that crosses the private, public, and civil society spheres.
- BCFW has done a good job of blending local knowledge and experience with outside expertise to develop solutions that are contextually relevant.
- It is an effective communicator and is well positioned to be an important change influencer in PNG.
- While it has partnered for research and for development of courses, tools and resources to work with, it has approached these initiatives in a managed way. This has allowed BCFW to be the effective owner of its programs and the knowledge being generated through its work.

5 ACHIEVEMENTS, OUTCOMES AND LESSONS LEARNED

5.1 MAJOR ACHIEVEMENTS OVER FIVE YEARS

BCFW has positioned itself to be the go-to organisation for women’s leadership and development and the issues affecting gender equity in the PNG private and public sectors. They have built a strong brand and reputation with the private sector, and more widely. Although PNG is known to have a relatively fragmented women’s sector, BCFW is also becoming recognised for strengthening advocacy networks for women’s economic participation and leadership.

A consistent theme throughout the evaluation was appreciation for the training and upskilling of cohorts of strong, articulate, and assertive PNG women – entry and graduate level, and managers – who are better placed to influence and take decisions.

The quality, impact, and growing reach of BCFW’s flagship programs – women’s leadership courses, policy and contact team training for FSV and ASH and its GSS audit and training – is a major achievement. In the member company surveys all but one of the HR managers rated the quality of BCFW’s programs as excellent or very good.

A positive finding is that BCFW is constantly looking to innovation and creative responses to the needs and challenges that arise. Its increasing focus on men as allies for change is a good example of this.

Since 2018, BCFW’s profile as an advocate for change to government policy and program delivery has increased and its support of public sector women to take up leadership positions is seen to be highly important. It has built a strong media profile and is well represented in key leadership forums to advance women’s interests and to address GBV.

“BCFW is doing a great job, keep grinding as there is much to do and BCFW provides a bespoke range of services, fit for purpose in the PNG environment and context” HR manager, member company

Evidence of BCFW’s achievements can be seen through lens of a sustained and growing membership. While there are clearly different levels of engagement, the fact that BCFW offers a suite of services and advice, and plays the convening and advocacy role that it does, means companies can engage with BCFW at a pace and in ways that fit their internal needs and resources.

As reported earlier, BCFW can be proud of giving attention to its internal capabilities and systems, to attracting good staff and high-profile board members and to maintaining relative stability on its staff and board teams. It can also be proud of meeting its contractual and reporting requirements to Pacific Women PNG and DFAT. (Drawn from reports and testimony from Pacific Women representatives.)

BCFW has a clear forward strategy, a sound business model, respected courses and programs, reasonably robust monitoring and evaluation systems and good engagement with its membership base and key stakeholders. These are strong foundations for the future.

5.2 ONGOING NEED FOR AND RELEVANCE OF CURRENT PROGRAMS

Interviews, focus groups and the member company surveys suggest BCFW has only touched the tip of an iceberg when it comes to the long-term outcomes it is working for. These are:

- Increased participation of women in the PNG workforce
- More equal representation and influence of women leaders in business, government, and civil society organisations
- Women are free from gender-based violence and safe in their communities and workplaces
- National progress toward women’s empowerment and gender equity.

Below is a snapshot of the situation with respect to women in PNG showing the needs and challenges that still exist. The points are informed by input to the evaluation and reference to the Pacific Women in PNG Performance Report 2012-2021, the IFC and BCFW research to establish the business case for improved responses to FSV, and the Pacific Women Lead Program Design (Annex One: Development Issue, Context and Evidence).

- There is a very low number of women in key leadership and political decision-making roles at national and sub national level. Since independence of PNG in 1975, there have only been 10 women elected to Parliament. There were no women in Parliament between 2017 and 2022.
- Women are under-represented in leadership positions in the public service and in private sector board and executive positions, although this is changing in some companies and government offices.
- Many women and their families are highly dependent on the informal sector for their livelihoods. And while the informal economy is a significant part of PNG's economy, this work is often unprotected, poorly paid, and largely unseen.
- At the same time, women are more commonly leaders in certain spheres, including their families and communities, at district level, in churches, in professional areas such as education, law and health, as activists and as entrepreneurs in the informal economy.
- Rates of gender-based violence in PNG are double the global average. According to the Spotlight Initiative, 68 per cent of women in PNG have experienced physical and/or sexual intimate partner violence at some point in their lives.¹
- The baseline and endline research undertaken by IFC and BCFW on the business case for improving responses to FSV showed the positive impact company interventions can have for FSV survivors and business productivity and profitability.
- Women continue to face significant barriers to participation, including the responsibilities they have for children and extended family, food production, cooking and other activities to associated with family livelihoods.
- Sexual harassment at work remains a challenge facing most companies. While women and men can be affected, women are more often the target of physical and psychological harassment.
- Higher levels of women's participation in companies and more women in leadership are understood to result in improved business performance.

BCFW's work - supporting and facilitating change in member companies, developing women leaders in all sectors, mobilising coalitions and networks and campaigning for change continues to be much needed and highly relevant.

Most important changes from the perspective of member companies

The survey invited executives and managers to identify the most important changes they have seen result from BCFW programs, as summarised below:

- **For women** - Confidence, communication skills, greater assertiveness, and professional development through leadership courses and through career progression in the private and public sectors. Women getting the opportunities and promotions they deserve.
- **For companies** - better understanding the value of women's leadership in strengthening company performance and achieving their equity and inclusion targets. Access to model policies, expert advice, tools, information, and trainings that support GESI and FSV change leadership and implementation across the company.

¹ www.spotlightinitiative.org

- **For employees** - Staff awareness of the prevalence of GBV, the referral pathways and services available and how the company can help survivors get the support they need.
- **For survivors of FSV** – Female and male survivors have information to assist them and are given respect, dignity, and space to move out of the cycle of violence, without negative consequences for their employment.
- **For men** – Men are demonstrating attitude and behavioural change. They are learning support is also available for male survivors and more men are stepping up to be male allies and advocates.
- **In company culture and practices** – Attitudes and behaviours in the workforce are changing. There is more respect, inclusion, and openness to learning and change. Understandings and relationships between men and women at work have improved. In companies that have policies, procedures and supports in place, disclosures of FSV and sexual harassment have increased and there is more preparedness to report violence and sexual harassment.
- **For PNG** – With the private sector stepping up and showcasing what is possible, there is potential for BCFW to contribute to nation building through gender equity and inclusion, women’s leadership, and elimination of GBV.

There remains a long road ahead but these responses signal BCFW, member companies and other actors in the GESI and GBV space are on the right track.

5.3 ASSESSING THE OUTCOMES OF BCFW PROGRAMS

This section is prepared with reference to BCFW’s Monitoring, Evaluation and Learning Framework (MELF) and the short to medium term outcomes it identifies for programs. The findings are taken from reviewing evaluations and surveys undertaken by BCFW, the member company survey of HR and other key managers and interviews and focus groups conducted for the evaluation. The MELF outcomes are included in full at Appendix Four.

Looking to five years of data collection and monitoring is daunting and has some limitations, as do qualitative processes that focus on individual stories. However together the cumulative insights provide some consistent messages.

Women in leadership and decision making

What the member survey tells us

The survey of HR managers asked respondents to rate the extent to which courses contributed to the medium-term outcomes from the MELF on a four-point scale of impact: significant, big, little and no impact. Not all companies had engaged with all programs so the sample size is relatively small, but the findings were very positive for those companies.

Of the 21 companies that responded to the survey, 10 companies had sponsored participants in the Cert IV, SEWP and/or FOD course. One company employee had access to the mentoring program. One company did not respond saying that it was difficult to attribute the outcomes directly or fully to BCFW leadership courses. Most companies that responded reported a significant or big change had resulted participation in BCFW’s leadership courses. Responses were as follows:

- Women are more confident and performing better in their positions* – Significant change 3; Big change 6.
- Women have been given more responsibilities in their current roles* – Significant change 4; Big change 5.
- More women have been promoted and are succeeding in Executive roles* – Significant change 4; Big change 4; No change 1.

- d) *Women have had opportunities for promotion they would not have had otherwise* – Significant change 1; Big change 5; Little change 3.
- e) *Your company has access to a growing pool of women leaders* – Significant change 5; Big change 4.
- f) *Company culture and performance improves through women’s influence in decision making and operations* - Significant change 3; Big change 6.

One company commented: “46 percent of board and management roles in our company are now held by females. Some of these females at management level have been promoted due to their step-up of performance after taking on the BCFW programs. We have seen a huge benefit as a result of our association with BCFW.”

Themes from focus groups

Ex-students were extremely positive about the difference BCFW leadership courses had made for them, especially the Cert IV and SEWP programs. The focus groups also invited reflection on other factors that had helped women progress as leaders. Key themes were:

- Both the Cert IV and SEWP courses increased participants’ knowledge and skills in practical ways. They could apply the learning it in their workplace and current positions, even where they were not yet in supervisory or senior management positions.
- Several participants spoke about the courses helping them recognise and better appreciate their existing capabilities and leadership attributes. They had grown up with expectations of them being managers and organisers in their families and communities. The courses helped them translate these capabilities to people and project management at work, and to be more confident to contribute to decision making. All participants referred to learning about communication and relationships and being more comfortable with networking and “rubbing shoulders” with people with influence.

“The course (SEWP) empowered me and helped me find my voice more in the company. It was important for me to share what I had learned with younger female staff.”
- Women also gained confidence with public speaking and articulating their perspectives in forums and to decision makers.
- The courses helped participants see management was more than supervision and to understand their organisation more holistically. They learnt how to set priorities, manage up and down, understand the importance of consultation as part of problem solving and decision making. And they gained understanding of the importance of communicating the **why** of decisions to staff.

A younger participant said the SEWP course had helped her understand she had every right to be in her position. She valued how the course had given her space for self-reflection and how it was important to give off an air of confidence that you sometimes don’t feel (“faking it until you make it”)
- Some participants spoke about the course helping them to be more empathic and inclusive and to be more mindful of the leadership qualities they saw as important, rather than those modelled by the leaders – male and female – they had experienced.
- Graduates from the Cert IV and SEWP leadership courses were better able to understand the gendered power dynamics in their workplaces and be more assertive when they faced roadblocks to promotion and influence. They were also better equipped to help other women move ahead in organisations that had not supported their progress in the past.

- Face to face course delivery was seen by far to be the most effective mode of training. The relationships that developed among student cohorts were highly valued and provided a support network well beyond completion of the course.
- While mentoring was also seen to be important for women to grow as leaders, those who had been part of the program that BCFW ran said the arrangement did not gain sufficient momentum through busyness of the mentor or mentee. They would like to see mentoring as part of BCFW's offer but recommended the arrangements needed to be better structured and professional.

Focus groups explored the barriers women experience becoming leaders and influencing decisions when they are in management roles:

- Women face different risks to men in the workplace and are often overlooked for leadership opportunities because they are judged less capable of exercising the responsibilities of the position.
- Women can sometimes defer to or "over-respect" men because of cultural norms in PNG society. Women are seen to be the "safety net" inside organisations, doing the work of caring for employees rather than contributing to the success of the business. There can be a fear of what would be lost if women were promoted.
- There is an ever-present sense of male entitlement, particularly in executive positions and the political sphere, that keeps women from having access to decision making.
- Male leaders with power often have favourites and want to elevate other men over women, and in some cases use women's work for their own promotion.
- There continue to be disparities in salary and conditions between men and women with similar responsibilities. In some cases, positions are downgraded if women are the best candidates and offered the position.

Story of change – Women in Leadership at the PNG Office of the Public Prosecutor (OPP)

The OPP is part of the PNG Department of Justice and Attorney. It employs 44 staff, with equal numbers of women and men. The leadership team includes the Public Prosecutor and two deputies, one of whom is the first female to be appointed to the position. At the next management level all five team leaders are female.

Meet Helen Roalakona - Helen has worked at the OPP for 14 years. She started her career in the private sector, but always had a strong interest in criminal law and being a prosecutor. In 2010 she was approached by the Acting Public Prosecutor to take on a junior legal officer position. She was promoted in 2012 at a very young age to Acting Prosecutor. She then moved through other promotions - as Provincial Manager and Team Leader for the Fraud Team. In 2020 the Deputy Prosecutor position became vacant and Helen applied, along with seven other state prosecutors. Despite her high score, the panel recommended a male candidate. Helen said this was because she was still quite young and there were cultural factors that would make it hard for her to earn the respect of colleagues. A year later the position became vacant and she was appointed on merit and has held the permanent position of Deputy Public Prosecutor now for two years.

Helen offered reflections on factors that have helped her succeed, and some of the challenges.

- It is important that men play a role in identifying women for promotion. In her case, male colleagues spotted her talent and abilities and gave her opportunities to lead in different areas.
- Helen's experience had taught her that women were sometimes the "enemy of empowerment of other women, especially young women." She worked on building good relationships with female and male colleagues.
- As the first female in the role, she felt responsible to shape and influence the opportunities for other women lawyers. "When I move up, others will be helped to move up."
- One of her major challenges was earning the respect of the female staff in corporate services. They would often ignore her requests or instructions, and not turn up for meetings. She didn't always have the support of senior male colleagues in dealing with this. It took patience, skill and ultimately managing poor performance, to address the issues.

Helen said her participation in the Senior Executive Women's Program came at a crucial time, shortly after becoming Deputy Public Prosecutor. She felt she had a lot to learn about exercising authority and managing people. The course helped her be confident in her management style. She gained new skills and knowledge, and the course gave her new perspective on issues she faced. She grew in her capacity to lead strategy and have a corporate view, important to OPP's work around restructuring, corporate planning and change leadership.

Helen appreciates networking opportunities organised by BCFW and would like to see BCFW continue to bring women together from the private and public – through leadership courses and networking and events.

Meet Mercy Tamate - Mercy has been a State Prosecutor since 2012. In high school she decided that she wanted to work for the Office of the Public Prosecutor. Her father, an important role model in her life, was a State Prosecutor and Provincial Manager in Madang. Following her legal studies, she applied for a Legal Officer position with the OPP and was successful. At the time she was determined not to be seen as "my dad's child." She wanted to earn the respect of colleagues and achieve career progress based on her capabilities.

Mercy has been a State Prosecutor for close to 12 years and Prosecutor in Charge of the Family and Sexual Offences Unit since 2018. When asked to consider her most recent promotion, Mercy had reservations about readiness and how her colleagues would react. "I knew I was assertive and outspoken but I didn't know these were important attributes for leadership."

As the eldest of five children, Mercy had management experience from an early age in her family. She grew up with a level of confidence and expectation that put her in good stead for achieving her goal to be a prosecutor. Family support and mentoring from other senior state prosecutors were important in her development, as were the opportunities to work in different OPP units and do regional work. In her early supervisory roles, Mercy felt relatively inexperienced and learned the importance of humility and respect.

Mercy completed BCFW's Certificate IV in Leadership and Decision Making and the Senior Executive Women's Program. She counts these courses as a major influence in her development and success as a leader. The content knowledge, skills, and tools she gained both affirmed and stretched her as a leader. She learned how to apply the leadership virtues, traits, and qualities she already had to her management roles. She became comfortable with her management style. Her communication improved, as did her understanding of the dynamics of team relationships – how to make herself heard while respecting the experience and views of others.

Like Helen, Mercy has a strong commitment to paving the way for other women, especially those who choose a career in the public sector. She has also worked hard to educate and support men on her teams to better understand gender equity and the complexity of their work in response to family and sexual violence. When she became Prosecutor in Charge of the FSV unit she had an all-male team, and she questioned whether this was a good fit for the business they were in. She requested a mix of female and male lawyers and set about training and mentoring them together.

She attributes her success to a mix of personal strengths, support, and opportunities for development - with the OPP, and through courses and networking that BCFW provides.

Foundations of Directorship Course

The BCFW team acknowledges that the FOD course is at an earlier stage of development and it has been more difficult to get a good picture of the impact it is having. Several interviewees in the evaluation expressed concern that the PNG Institute of Directors was not strong – and for this reason BCFW had no option but to partner with the Australian Institute of Company Directors. In the spirit of strengthening PNG's training institutions there was a desire by some to see greater investment in the PNGID so future collaboration becomes possible.

What the focus groups tell us

All three focus groups in the evaluation emphasised the significant barriers to changing who gets appointed to private and public sector boards in PNG. This points to a need for more intentional strategies to change the status quo by businesses and in the public sector. While useful to

participants, undertaking the FOD course provided no easy path to board director positions. Participants in the FOD focus group identified the following benefits and suggestions about the course:

- We gained a better understanding of Board and Director responsibilities – including fiduciary responsibilities.
- There was value in learning what “good governance” is, from a practical and ethical perspective.
- Compared to the full AICD director’s course in Australia, the PNG course felt manageable. It covered the basics well and is contextualised to the PNG environment.
- As part of the course, it would be good to get more exposure to boards through observing meetings or being a trainee for a period.
- There was interest in BCFW establishing a register of trained female Directors that companies could refer to when they are recruiting Directors to their boards.

Feedback from participants in the last course

A 12-month survey was recently done with participants from 2023 FOD course. All nine respondents said the course had value for them, particularly in understanding director duties and board responsibilities and what it means to have the interests of the company as the compass for good governance.

The finding reported earlier - that there are significant barriers for women to take up board positions - was confirmed by FOD student comments. Their feedback suggests there are confidence and time differentials between women and men that impact their pursuit of board opportunities. Two professional women, who currently each sit on one board and hold senior positions in their companies, said they could not pursue further opportunities due to limited time. In contrast most male respondents had actively pursued new opportunities or were looking to do so.

More needs to be done to create pathways for women to build their skills and confidence. FOD female participant

The course has enabled me to make critical and fair decisions in the best interest of the company ... as a board director I have the fiduciary responsibility and hence the members look upon me ... to be honest and be trusted at all times in the discharge of my duties. FOD male participant.

Most respondents said they were not seeing evidence of more equal representation of women on boards. Where some progress was noted, the bar for assessing women’s participation on boards appeared to be very low and reflected having one woman on a board was progress. Other points were:

- the course may be more difficult for those without any board experience
- being invited after the course to observe a board in action was very helpful
- the course could be longer (say over 12 months) so students can get exposure to boards while they are learning
- it would be good to see PNG Institute of Directors align more and work alongside the AICD to boost standards, and to find ways to support PNG Director talent through experience in the Asia Pacific region.

Story of Change – Digicel’s achievements with women in leadership

Digicel has sponsored a significant number of women to undertake the Cert IV and SEWP courses. Through its commitment to gender equity and by providing development opportunities for its female employees, Digicel has achieved an equal proportion of male and female leaders, despite men outnumbering women in their workforce.

Helen Gegeyo, Digicel’s Head of Human Resources provided background for this story of change. Helen’s own career with the Bank is a success story. She started with Digicel in 2011 as a Customer Care Agent, having graduated with a Bachelor of Business (HR Management). Two years later she was promoted to a supervisor position in Customer Care and soon after that to Manager Customer Care Support. In 2019 she became Head of HR, after serving in a management role with HR for two years.

Helen spoke about Digicel’s ambitions for women’s participation and leadership in the company. “Our overall goal is to leverage on the value and contributions of women leaders and support them to continue to grow professionally and personally. For as long as we started paying close attention to the demography of our workforce, we have no record of an equal ratio of gender, or close to. Our highest percentage of the female populace is 35 per cent. Otherwise, we do okay in the middle management positions where we have a good representation of female leaders.”

In August 2023, 35 percent (372) of the workforce women and 65 percent were male (681). The overall gender ratio has not changed significantly in recent years. However, despite this workforce profile, 15 percent of female staff are managers and 16 percent of male staff are managers. Looking to the senior leadership team, 30 per cent of the team are female (4 out of 12) and this has been maintained for more than four years.

Helen highlighted the ways women are supported by the company, emphasising that it is an ongoing effort.

Through recruitment: we identify and look after talented women when they are appointed. We actively support their personal and professional progression and provide opportunities for internal transfer and promotion.

Through learning and development: the business recommends relevant courses and or exposure where opportunities present for our identified talent pool. For example, with the Young Port Moresby Chamber of Commerce where they have the exposure to observe and network with experienced members and the board of directors. While HR and managers may facilitate these opportunities, it is important to note those who have attended these trainings show a level of professionalism and loyalty to the business and its culture. It is quite difficult to study and work at the same time in this country and they recognise that the business creates that opportunity.

Though transfers and promotion opportunities: women with potential are encouraged to broaden their experience and to take on additional responsibilities when opportunities arise. They are also invited to apply for promotion where they may hesitate because they see themselves as not ready.

Digicel has actively sponsored women to complete BCFW’s Certificate IV, Senior Executive Women's Program and Foundations of Directorship courses. These courses have had an important place in the company’s strategy to increase the number of women leaders, help them attain the skills and knowledge they need and support them in their personal and professional growth. They are core to working for gender equity and inclusion.

Helen notes there are challenges. Digicel’s core business includes technical expertise and sales which comes with field work. While the company recognises more females are pursuing career development in these areas, a challenge that always sticks out is ensuring safety. While it is extremely unsafe for a female to be on the road on sales trips, it is also challenging for female engineers who are assigned to work in professional work sites. Often the work site may prefer to have a male engineer, to avoid risks they are not equipped to manage.

“It is important to see challenges as opportunities for change or improvement, not only as risks that hinder the progress of individual professional development and or business operations. Simply because we thrive in this environment, there has to be a way around each of these opportunities rather than a reason to stop.”

The member company roundtable, stories of change and focus groups explored the factors, beyond doing courses, that help women gain promotion and success as leaders. The significant factors were:

- parent and extended family support that allowed women time and space to fully engage with work and have a positive work-life balance
- education – good schools, tertiary education, and access to ongoing learning
- having positive role models in the family (male and female)
- a “good” employer that builds a positive, respectful, and inclusive company culture and provides opportunities and space for women to become leaders
- support from supervisors, mentors, and colleagues.

Lessons learned - improving the current leadership course offer and related strategies

While the value of the leadership course offer was very much affirmed by the evaluation a range of suggestions for the future were generated and should be considered by BCFW:

- Continue to offer courses tailored to emerging and future leaders as well as more senior women who are already on a path to success.
- Face to face learning is more positive and helps to establish support networks that sustain the initial benefits of the course.
- Continue to bring women together from the private and public sectors.
- Provide a broader suite of short courses that have a more specific focus and would refresh and build on women’s learning.
- Continue to support alumni networking and events - face-to-face and through social media platforms - for learning, connecting, and advocating for women’s participation and leadership.
- Continue to expand delivery of courses to other provinces.
- Review the way the mentor-mentee scheme operated and, with member companies, invest in a more structured program that involves accredited mentors and some incentives or remuneration for mentors and mentees to participate.
- Provide diversity, equity and inclusion training to boards and leaders in member companies and the public sector on the basis that it requires their full understanding and commitment before change inside companies will be effective and sustainable.
- Consider what more BCFW could do to assist companies and other employers tackle the significant barriers most women in PNG still face, in addition to its work around FSV, ASH and GSS. The Lae Safe Transport initiative is a good example of where BCFW has already moved in this direction.
- Work with companies to develop better data and processes to track women’s pathways in employment and leadership, and to get a better picture of the factors that hold women back or advance their prospects and careers.

Family and sexual violence services

What the member survey tells us

The HR manager survey also sought to understand the impact of engagement with BCFW’s FSV safety programs. The same four-point scale was used to consider the change over the short to medium term, based on outcomes in BCFW’s MELF.

Of the 21 companies that responded to the survey, 13 had accessed one or more FSV services. Notably six companies had accessed four out of five services and a further four companies had accessed three services. Some companies acknowledged they were at an early stage while at the same time appreciating benefits from BCFW support. No companies had yet used BCFW’s support to train male allies.

- a) *The company has a working FSV policy in place* - Significant change 5; Big change 2; Little change 4; No response 2
- b) *There is an experienced Workplace Contact team established* - Significant change 4; Big change 3; Little change 3; No change 1; No response 2
- c) *Contact points are trusted by employees to respond to staff experiencing or impacted by FSV* - Significant change 3; Big change 5; Little change 3; No response 2
- d) *The company is experiencing culture and attitude change around FSV* – Significant change 3; Big change 6; Little change 2; No response 2
- e) *Men and women are more likely to challenge stereotypes and inappropriate responses to FSV* – Significant change 1; Big change 9; Little change 2; No response 1
- f) *Staff disclosures about FSV have increased and more staff are supported by companies* – Significant 3, Big, 6 Little 3, No response 1
- g) *Referrals between companies and community support services are stronger and more staff are accessing support* – Significant change 2, Big change 4; Little 4, No change 2; No response 1.

“We have not had too many cases reported but there is a general appreciation that having an FSV policy in place makes our company a more caring employer and employees feel protected” (Newer member company)

“We have evolved from having a contact team to employing a full time FSV Services manager to respond to staff and implement the policy” (Member company with long standing policy and high use of BCFW support)

On all short to medium term outcomes there was an average of 8 companies out of 13 that had experienced big to significant change. There was also a correlation between the level of engagement with BCFW’s suite of services and the degree of change companies had achieved. Increased referrals to support services was the lowest rated in terms of change and this can be attributed to those companies being at an earlier stage with their use of BCFW services.

FSV survivors tell their stories*

Carolyn and Martin work for the same employer. Their stories reveal the trauma and complexity of FSV and the importance of employer support in changing the trajectory of abuse that impacts survivors and their families.

Carolyn’s Story

Carolyn has worked for her current employer for 12 years. She has a Bachelor degree and a Masters degree, supported by a scholarship to study overseas. She has five children to her ex-partner who she finally divorced after more than 10 years of on and off violence. “I thought it was normal to go through life experiencing partner violence. It was a struggle to get help, to get out.”

Carolyn’s journey to escape the violence and the relationship started when she did a survey about FSV and was then introduced to the policy by the manager leading this work. “I read through the policy and I thought I have to do something. My children were my motivation to take the next steps.” She learned about the Bel isi PNG Case Management Centre and the Seif Haus through this manager.

Before she got help, Carolyn was regularly absent from work. When she did present, her mind was usually elsewhere. In 2019 she was absent for two weeks because of partner violence, and while her supervisor knew what was happening, it was overlooked. She didn’t feel she could trust anyone. She was worried about the trauma her children were experiencing, and the damaging effects of violence on her. Over the next couple of years Carolyn went to the Bel isi PNG casework service at least three times. She learned more about her options but was still fearful about what would happen if she went to the police.

In July 2022, her employer again encouraged her to seek help and she saw a new caseworker. She took out a Protection Order and her ex-partner was given a verbal warning by police. They got counselling through Bel isi PNG. Five months later, after some other episodes of abuse, her ex-partner was very violent towards her and she took the decision to leave. She went to the Police Station and made a complaint. “It took a long time that day to get my case registered. They arrested my husband and then I was there by myself with the perpetrator. A

lot of women go to the police, become discouraged and change their mind. It was very hard for me but I was clear. I later walked out from my home with my children and left everything behind.”

With nowhere to go, Carolyn and the children went to the Seif Haus and were in hiding for several weeks. She couldn't work and the children were unable to go to school. They then found temporary accommodation through a relative. They returned to the Seif Haus again before a family friend offered them a one-bedroom unit that has given the family some housing security.

The violence Carolyn endured was psychological, physical, financial, and emotional. She says the support she got from senior managers at work and through Bel isi helped her turn her life around. While she still relives the trauma often, she is now working hard to be her 'best self'. Her journey to recovery goes on. She continues to see her caseworker and her case is now before the family court to settle custody and child support issues. She bravely shares her story so others impacted by FSV are more able to disclose and get help. Carolyn says “I'm a changed person, more mentally strong and able to speak my mind. The process to get help is 80 per cent on the survivor and 20 per cent on the support you get from work and services.”

Martin's story

Martin met his ex-wife at school and they married young. Very soon after, they had their first child. They came from different tribes – he was from the coast and she and her family were from the highlands. When they married, he gave up his unit and moved in with her family. After their daughter's birth, they got separate accommodation. From an early stage there were arguments between the couple and times when Martin would lose his temper. “At first, I was the aggressor. Her family would take sides, have me locked up and call in the tribe to get compensation.” After this cycle was repeated many times, Martin realised he wanted the arguments and violence to stop. “I would try to remove myself, but she would provoke me – sometimes too much.”

The relationship continued to deteriorate. Each time there were arguments the ex-wife would take the children back to her family, who would retaliate and demand compensation. “I was in trouble financially and had to take out a loan to pay the compensation. Then my ex-wife and the kids would return.” Martin opened up to a friend who told him that even though she was provoking him, he would be blamed if he was the aggressor. Martin felt trapped.

The couple had a second child, a boy. The situation was still volatile and the pattern of blame and demands for compensation continued. Martin had always paid support money for the children, including when he wasn't with them. One week, when he was under a lot of pressure at work, he missed the payment. The family went to the police and he was locked up. Shortly after his release things took a tragic turn. His ex-wife, who was staying with her family with the two children, called and asked him to go with her to the pharmacy as the son, now nine months old, was sick. He was given medicine for a fever. Martin was suspicious and wanted the ex-wife and children to come to his place but because of “customary obligations” they stayed with her family.

The baby died in the early hours of the morning on the next day. When Martin went over to see his baby, there were bruises on his upper left arm and below his under arm. The next day he was blamed for the child's death even though he was not present. In Martin's words: “I was lost – at my lowest point. I called a colleague who took us to the morgue. I saw that abuse had happened but I forgave them and put it in God's hands. I felt ashamed and still couldn't ask for help. I was in debt big time by this stage.”

The couple separated and Martin avoided contact with the ex-wife's family as much as possible. However, during visits to his daughter, he witnessed conflict and physical violence between the two brothers and became aware his wife was lying about where she was staying. The situation came to a head when his ex-wife came to his house in a rage and he was forced to call the police. In Martin's words. “She destroyed the house, threatened me, broke my car glass and hit our daughter in front of police.”

His ex-wife was arrested and her family demanded money from him to bail her out, which he refused to do. This was a turning point. Martin called his manager and stayed at the office to be safe. He was put in touch with the FSV coordinator and this led to support that helped him reset his life. Safe accommodation was an issue because the Seif Haus is for women and children. His employer helped him get temporary accommodation and checked often that he was safe. He accessed counselling through Bel isi PNG. They helped him make a plan for returning

to work and caring for his daughter. They also supported him through the legal separation and disputes over custody of his daughter. Martin now has joint custody and pays child support.

“My employer made all the difference for me.... Before, when things were bad, I kept things locked in. I was ashamed to tell my friends. I couldn’t function when I was at work, I would just sit and stare at the screen. After my ex-wife was arrested, they gave me two months paid leave and helped me get the support I needed. Colleagues in my team covered some of my work.”

* Not their real names

Anti-sexual harassment services

In the survey of HR managers, 12 out of 21 companies had used one or more ASH services. Four companies had engaged BCFW to deliver a management briefing, policy advice and staff awareness sessions. Four companies had only accessed the staff awareness session. Other companies had used two services. The ratings against short to medium term outcomes are summarised below.

- a) *The company has a working ASH policy in place* - Significant change 5; Big change 2; Little change 3; No response 2
- b) *Awareness about sexual harassment and inappropriate behaviours has increased* – Significant change 2; Big change 6; Little change 2 No change 1; No response 1
- c) *There are dedicated trained staff to respond to sexual harassment in the workplace* Significant change 2; Big change 3; Little change 2; Not at all 3; No response 2
- d) *Staff are more able to disclose sexual harassment and feel supported when they do* – Significant change 2; Big change 3; Little change 5; No response 2
- e) *Over time there has been a shift in organisational culture that is resulting in more appropriate behaviours and less harassment at work* – Significant change 5; Big change 2; Little change 3; No response 2.

“Our company had support to roll out our internal Respectful Workplaces Program, reinforcing with consistent messaging and ensuring applicability to local expectations, which gives us confidence that the content and delivery is relevant for our workforce.”

Out of 13 companies, around seven companies reported significant or big change on three of the five indicators. However close to half of the companies noted little or no change as a result of one hour staff awareness sessions on sexual harassment. This reinforces that awareness raising is never enough and those companies that had taken a deeper dive with BCFW’s support on policy adaptation and implementation were likely to see more change.

Gender Smart Safety Audit and Training

Only one company responding to the manager survey had conducted a GSS audit with BCFW’s support. This company reported little or no change on the outcomes tested.

- a) *Your company is better informed about minimum safety standards, gender smart policies and strategies* – Little change
- b) *The company has baseline data that allows it to track and report on gender smart safety over time* – Not at all
- c) *The company’s workplaces are becoming safer for women and all staff* - Not at all
- d) *The company is working with others to promote gender smart safety in all PNG workplaces* – Little change.

The reports of GSS audits supported by BCFW highlight the most challenging aspects of workplace safety for women are staff transport, gossiping, unsuitable work clothing, violence, and harassment

from male colleagues (especially in remote work locations) and handling of hazardous materials and equipment. They confirm that women face different risks to men and that safety is an issue that limits women's employment and opportunities for progression. It is often assumed certain work or roles are not for women. And women are reluctant to put themselves forward for these roles or in situations that present danger for them. When companies begin to examine safety of women and men, acceptance of different risks can be acknowledged and steps taken to mitigate or eliminate those risks.

Male allies for change

BCFW has had a sustained and growing focus on men as program participants and allies for change. Male allies, as confirmed in focus groups and interviews in the evaluation, are one of the critical factors in women's career success and breaking down gender barriers. Building on its work to address GBV and safety of women as barriers, and consultations with men in 2020, BCFW will launch its Poroman Walkabout Wantaim (PWW) Program in 2024. This initiative gives BCFW and its member companies a structured way to engage and equip men to be allies and champion for gender equality in workplaces and in communities.

The PWW program is aimed at dismantling stereotypes and fostering gender inclusivity and equality. Through education, open dialogue, and active participation, men are encouraged to understand their role in advocating for gender equity, challenging harmful norms, and supporting the empowerment of women. The program aims to build a community of allies and foster dialogue, reflection, and analysis on how masculine norms in PNG create unequal rights, opportunities, and access to resources for women. It explores how values and practices can be changed in the workplace and promotes healthy masculinity and attitudes and practices that reflect gender values.

The program includes a management briefing and a 12 week process of working with up to ten men as a group. This is followed by further education sessions tailored to specific groups or companies. The stories below show what can be achieved to make workplaces more inclusive and equal when men stand with women as allies for change.

Men championing gender equality

Virgil Hani, Propest Control Ltd PNG. Virgil joined Propest in 2010 as Assistant General Manager and has held that position since. Over 14 years, the company has grown from five to 48 staff. As the company grew, the leadership team worked on gender balance. A woman was appointed Manager of Services and Support. Two other women have since been elevated to supervisory roles, resulting in a management team that has an equal number of men and women. Virgil notes:

“We are a male dominated industry but appointments are made on merit. In my experience women bring different and valuable experience to our company. Female employees pay more attention to detail and are generally more productive than men. They also have good organisational skills.”

After joining BCFW in 2020, Propest accessed three one-hour FSV awareness sessions. All staff were expected to participate, sending a clear signal that GBV at home and work is wrong, unlawful and has serious consequences. The training helped staff know what to do and where to go to find safety and support. In 2020 Propest also ran a one-month FSV campaign and adopted pink Stop Violence T shirts, still worn on Mondays. In 2023 BCFW provided a further FSV education session and a session on sexual harassment.

Virgil: “The FSV sessions changed my perspective. Like many other employees, I grew up with domestic violence and thought it was normal. People stay silent when faced with partner and family violence – it is seen to be a private matter and taboo to discuss. It was a revelation to me that you can call a helpline and a security company will pick you up and take you to a safe place – that police were not necessarily the first point of contact. After the FSV sessions, we got feedback from male employees that they ‘saw themselves’ through the course content. As male authority figures and breadwinners, they didn't think their abuse was wrong.”

Virgil has become a male champion for change in his company, and in his community. Although a relatively small company, he knows his role is important. “We need male advocates to stand up against GBV and be role models for other men ... it is critical that leaders in the private and public sectors speak out. Our government needs to be stronger. If we get information out, participate in public campaigns and events and encourage leaders in areas like sport, to act, we will change things a little bit at a time.”

William Wilshere – Hastings Deering - William has been Pacific Operations and Safety Manager with Hastings Deering for ten years supporting PNG, Solomon Islands and New Caledonia (Caltrac) and regions such as South East Queensland and Northern Operations (Australia). Hastings Deering joined BCFW in 2019. In 2020 the BCFW provided three staff awareness sessions and supported the company on an FSV policy and training of three contact points. In September 2023 the company did a baseline survey which women struggled to complete. While more male employees responded, it showed there was limited awareness of the FSV policy and a worrying number of employees still believed that some cases of violence were acceptable.

Around this time, BCFW was invited to present to the Executive Team and this gave new momentum to the company’s strategy. The company now has an action plan to improve its responsiveness to FSV and sexual harassment. Recognising men needed to be part of the solution, the company opted to have a more intentional focus on educating male employees and a more nuanced plan for changing company culture and practices. The goals are to encourage men to be more open to talk with other men, so men become more aware of the prevalence and impact of such behaviours, for men and women to understand the support that is out there, and for male and female leaders to be equipped to embed policy and procedures across the company.

In William’s words: “I have observed parents resorting to physical violence towards children and violence being perpetrated against partners. Witnessing psychological and physical violence leaves deep scars and trauma. Yet many people have grown up thinking this is normal and a lack of education and support means such behaviours continue to go unchallenged. Yet it is taboo to talk about these issues in our communities. It is crucial to effectively engage men in addressing these issues. The workplace serves as a promising start, aiming for men to return to and empower their communities. This approach allows our company to contribute positively to society. BCFW excels in its efforts and plays a vital role in preparing businesses to drive meaningful change.”

Lessons learned – improving responses to GBV and sexual harassment and women’s safety

BCFW’s work with companies on FSV, ASH and GSS is extremely well regarded by those companies who have tapped into the bundle of support on offer – executive briefings, policy advice, training of contact points staff education sessions, FSV forums and advocacy campaigns. Increasingly, companies that have used these resources are seeing the benefits for their employees and for company productivity and wellbeing. They are also beginning to see the benefits of their investment flow beyond the company to business partners and communities.

With a small staff team BCFW has done a good job of tailoring support to each company based on its profile and circumstances – for example, the makeup of its workforce and executive level management; the stage it is at in its work on gender equity, diversity and inclusion; and, the nature of the business and scale of operation.

While the testimonies of survivors are powerful, and there has been baseline and endline research on some companies, there is not yet good data across companies to explain the impact of different interventions, including disclosures, reduced incidence of FSV and sexual harassment and the outcomes of company referrals to other services.

A persistent message in the evaluation was calls for more forums and networking events that allow companies and public sector agencies opportunities to learn from each other, and gain exposure to and other experts arranged by BCFW. For its part BCFW raised the concern that they are not funded

for convening networks and organising events, yet they are seen to be a critical part of what is needed to improve responsiveness to FSV and other forms of violence and harassment.

The evaluation identified some areas for improvement and expansion of BCFW's work to address the big barriers to gender equality, as follows.

- Continue to expand work with member companies on FSV, ASH and GSS, and consider how these offerings can be seen as a more integrated suite of services for member companies.
- Work with companies on a basic data set that can track FSV and sexual harassment incidence, disclosures, referrals, and support offered to employees.
- Continue to do baseline and endline research that digs deeper into the experience of change in companies and the impact of BCFW support for employees and companies.
- Consider affordability of trainings especially for smaller businesses and the public sector, or seek additional funding to subsidise expansion to these target audiences.
- Offer a mix of digital and face to face education sessions – for flexibility of access.
- Building on the research relating to child care, explore ways that BCFW can support companies remove other barriers to women's participation and leadership.
- Continue to expand and improve the published resources and tools BCFW makes available to companies, the public sector and civil society through the BCFW 'Resource Hub'.
- Include counselling and communication skills in the training of contact points, recognising the sensitivity and complexity of their work and consider bringing HR personnel and contact points together for learning and support.
- Prioritise and grow the Male Allies Programs and continue to be proactive in including men in FSV, ASH and GSS trainings and forums and leadership events.
- Continue to build BCFW's capabilities in research, advocacy, and communications to be a more effective voice and catalyst for change on gender equity and GBV.

5.4 LEADING CHANGE INSIDE COMPANIES ON GENDER EQUITY AND GENDER BASED VIOLENCE

The Member Company Roundtable invited senior company executives to reflect on the factors that must line up inside companies for transformative change on gender equity to be realised. Their list is important and consistent with theories about change leadership:

- **Backing by the CEO and other executives** - Nothing will happen or be sustained without the backing of executive leaders. Their commitment and modelling of values and behaviours is vital.
- **A leadership framework in place** - Companies must have an explicit and known intent as reflected in company values, goals and targets, policies, and expectations of employees. And resources need to be committed for the change work that is needed.
- **Gender equity is core to company culture** – Leaders set the tone for culture and expectations need to be embedded across the company and built into performance and accountability requirements.
- **An appetite for change** – Where there is little appetite for change participation in training and awareness raising is likely to be ineffective. Understanding the reasons for change – costs and benefits - needs exist at board, executive and manager levels.
- **Sponsors and influencers across the organisation** – It is not always management that effectively mobilises change. It is important to have sponsors, advocates, and allies on board across the organisation. Engaging men and women as change agents is important.
- **Investing in emerging leaders** - Companies should be proactive in identifying, supporting, and mentoring emerging leaders who reflect the future company state they aspire to.

- **Empowerment and psychological safety for women** – the existing gender inequalities in PNG mean companies need to give attention to empowering their female staff and managers and making it safe for them to lead change.
- **Education, communication and awareness raising** – while training alone will never transform companies, ongoing communication and education is required, and should be refreshed as companies grow and personnel change.
- **Consequences for those undermining change and failing performance requirements -**
- **Private sector voice and experience** – Private sector companies – individually and together - can use their experience to bring about broader change in PNG.

The Roundtable also explored what can be difficult in working for change in companies.

- Building a guiding coalition for change – getting enough people on board to have an impact, especially in large companies.
- Board engagement – boards can be overlooked, yet their commitment is key.
- Dealing with push back, inaction or bad behaviour from employees and managers – performance management and even dismissal may be needed to set the tone and lead by example.
- Working to international frameworks and standards and the regulatory, policy and standards frameworks in PNG.
- Mainstreaming GEDSI in all its complexity – embracing diversity and inclusion is broader than gender equity, and some companies said they should be doing more to be inclusive of people with disability, people identifying as LGBTQI and other minority groups.
- Sustaining change and making progress visible – one off interventions are generally not useful. Change can be slow or momentum easily lost through the competing priorities or leaders and influencers moving on. Companies need to communicate the successes and learnings they are achieving internally and as part of the Coalition.

Story of change: Bank of Papua New Guinea

This story is based on an interview with Angesula Jogamup, Gender Equity and Inclusion Acting Manager. Angela has led implementation of the Bank of PNG's GESI policy since it was launched in 2019. It also draws on a presentation by the Governor of the Bank of PNG, Elizabeth Genia to the PNG Border Agencies Women in Leadership Conference held 29 May 2024.

When Angesula joined the Bank, there were many employees impacted by gender-based violence, and workplace bullying and harassment were common place. There was little awareness of these issues, including within the Human Resources (HR) Department. The Bank has realised significant change in gender equity, in women's leadership and towards its goals to better support employees impacted by workplace discrimination, harassment and bullying and family and sexual violence.

In 2019, the bank adopted its GESI policy and the Governor and Executive committed to embedding the GESI principles and practices deep into the culture and decision making of the bank. A GESI Advisory Committee was appointed to guide implementation. BCFW assisted with development of the policy and trained contact points, through a train the trainer model. 16 women and men participated in the first training.

"Focal points" as the bank refers to them, were trained in the 3Rs – *Recognise* the issue, *Respond* by asking if the staff member needs help and *Refer* to appropriate support and help. Following the training they were tasked to run awareness sessions in their units and within one month 500 staff across the bank had been reached.

Over the same period, the Bank worked on establishing referral pathways for family and sexual violence survivors and other affected employees. By the end of 2020 there was a Pathways to Safety Policy in place, a Communications Strategy, and partnerships with 22 agencies providing different types of support services.

Training of Focal Points was repeated in 2021-22, with new and existing staff, and again in 2023, by which time awareness of the policy and trainings had reached all employees in the Bank. As a member of BCFW, the Bank

accessed free staff awareness sessions and executive briefings. The GESI Acting Manager was involved in delivering the executive briefings and other trainings.

Over the years specific training covering gender-based violence and sexual harassment was delivered in Lae, with BCFW support. This training was particularly challenging because of different cultural sensitivities and the fact that any reference to “sexual” abuse or harassment was difficult for participants to hear. Taking a creative approach, the GESI team engaged a local theatre group Knack Theatre Arts and Performance to show their play - *Letters from Bradley*. The performance was about gender-based violence issues, the messages were confronting and showed the realities of lives today. The Bank arranged for the performance to be shown in Lae by another local theatre troupe and bank employees were invited and encouraged to bring their partners.

According to Angesula it was an incredibly powerful and beautiful performance which allowed the audience to see the behaviours and problems in new ways and in ways they recognised. One department manager was heard to say “I saw myself tonight.” Within one month, 550 staff and their partners had seen the play and with better understanding, change became possible.

In a recent presentation to the PNG Border Agencies Women in Leadership Conference, Bank of PNG Governor, Ms Elizabeth Genia emphasised the importance of men in the bank’s change efforts. “The appointment of male volunteers as GESI Male Advocates underlines the Bank’s commitment to closing the gender gap. The advocates, who participated in specialist training for the role, are change communications leaders, actively engaging their colleagues to increase awareness, understanding, acceptance and adoption of changes. Men leading other men, to help close the gender gap.”

Angesula summarised the big factors that have enabled change at Bank of PNG:

- Leadership of change by the Bank Governor and Executive and serious commitment to implementation of the GESI policy and Pathways to Safety - making the principles and behaviours a performance expectation
- Broad coverage of employees with training, awareness sessions and communications
- Using external expertise and tools, without losing visibility of the Bank driving the change
- A trusted and expert team of Focal Points – with reach into different teams and departments
- Engagement of men – as focal points, in their management roles and as allies for change
- A growing number of capable women leaders and male allies promoting change and sharing successes.

The Bank of PNG story and feedback from member companies on ingredients of change leadership, reinforce the relevance and intersecting value of BCFW’s Women in Leadership and Gender Based Violence strategic pillars – and the current suite of courses and services.

5.5 VALUE FOR MONEY

BCFW’s business model seeks to ensure companies, employees, women, and donors get value for money invested in BCFW. It is difficult to measure that value in exact terms but based on the research done for this evaluation, the factors that evidence good value for money are:

- The mixed financing model that ensures buy-in from companies (through membership fees and service fees) and donors willing to invest because of BCFW’s track record and its reputation.
- The level of achievement and impact BCFW is having as a small organisation (eight staff in 2023).
- Feedback on the value of specific courses, policies and resources, training, audit processes, research and advocacy is overwhelmingly positive in terms of quality, relevance, and usefulness.
- Evidence that BCFW’s leadership and GBV programs and advocacy have value as a package for companies and the public sector, as well as value in each specific activity.
- BCFW being seen as a crucial partner of Pacific Women and the strong alignment of the strong alignment between BCFW’s strategic pillars and the goals and outcomes being pursued under the Pacific Women program.
- The multiplier effect for company culture and performance that flows from women’s leadership.

- The flow on benefits to communities when men and women become more knowledgeable about GBV and take that knowledge back.

The story below seeks to evidence value for money through the company's experience and FSV survivor stories.

Story of change - PNG Namba Wan Trophy Limited

PNG Namba Wan Trophy Ltd (NWTL Group) is a family owned and run business in PNG. Over 30 plus years, it has grown and diversified and now comprises a group of companies with over 900 staff. The Human Resources (HR) Department has guided their strategy on gender equity, women in leadership and Gender Based Violence. They have designed and implemented policies and rolled out education and training sessions to their staff across the group of companies, using resources developed by BCFW. They have also sponsored women to participate in BCFW's leadership programs and donated funds and expertise to support BCFW and Bel isi PNG.

HR Manager, Pam Kenyon says "When I started with NWTL, we didn't have much in place – we tended to be reactionary to the issues our workforce faced. It is still challenging but we are seeing change happening." Pam acknowledged the relevance and importance of BCFW in supporting their work around gender equity and responding to FSV. She travelled with BCFW when they implemented FSV and sexual harassment trainings in the provinces, funded through the Spotlight Initiative. Pam shared some of the NWTL Group's learnings:

- There were differences in how well different companies rolled out policies and trainings, and this impacts on the progress that is achieved.
- There is a better reception of information, training and policies when these are implemented by PNG nationals – people learning from their own people, ideally face to face.
- In Port Moresby NWTL has developed successful relationships with services. Our contact points and staff know what is available and where to go to get support. In provinces outside the NCD, there are far fewer services companies can refer FSV survivors to.
- Men are very important in change leadership. The ground is shifting with respect to men protecting other male family members where violence has been perpetrated. "Culture" is often used as an excuse to maintain silence and keep FSV private within the family. However, educated men are increasingly understanding it is not OK and when they become allies for change, more is possible.

Pam notes: "While change is happening, it is slow. It's a tough environment, life is hard and maintaining staff is hard. BCFW has played an important role - guiding me in shaping and implementing our policies and actions. It is important to take one step at a time. If we can make a difference with one family, it is worth it."

Three FSV survivors, whose lives were transformed through support from their employer, BCFW, Bel isi PNG and other services, shared their stories. Below are snapshots of the difference that support has made.

One employee, Tracey* spoke about her situation. She was married to a police officer and they had two children. After separating, she continued to care for one of their children. The husband took a second wife who began to mistreat her other son. On the advice of HR, she went to Bel isi PNG and they helped her understand what options she had in getting her son back. They organised a caseworker, paid a taxi fare and had one of their team accompany her to pick up her child. From Tracey: "Before I went to Bel isi, I had no idea what support I could get. I thought my only option was to take the issue of child neglect to police. They helped me to take action to get child support. My boss was very supportive in all of this. I learned I have a right to speak up and push for my son."

Julie* has been in an administrative role for three years. Her own family history was very challenging. Her mother had mental health issues and her father left them when she was in year three. She was literally passed between relatives and suffered emotional abuse at the hands of her mother's extended family. She saw marriage and having a child as a way to escape her own troubled past. Her marriage was an abusive relationship from the start. Her family saw this but didn't do anything. Julie very much needed to keep her job but was finding it very difficult to turn up for work and perform her duties. She described how important support from her employer and Bel isi PNG was in the face of an incredibly difficult home life. "Work was my place of refuge – my happy place."

When she learned through her employer that she was not alone and there was support available, she saw that this was her chance. She got counselling with a Bel isi PNG caseworker and support to take out an Interim Protection Order. Her company gave her time off to manage the situation. “We are now separated. My ex-husband visits the child once a week. I live in a house with my mother, her siblings, my brother, and my grandmother. I work in the evenings at the markets, as well as my day job, because I am the only person in the household who works. But I am strong, and dream of having my own place, free from violence and able to care well for my son.” Julie is only 22 years old.

Sophie*, a single mother, told of the way her employer helped her daughter escape an abusive relationship. The company policy extends to helping staff and their families. In this case Sophie contacted HR after her daughter was threatened with arrest by her husband, who had friends in the police. The couple separated but the fighting over their child continued. After one such episode the husband convinced the police to lock her daughter up. The HR team had her bailed out and arranged for Bel isi PNG to support her with counselling, protection, and child support. Sophie has seen a big shift at work in awareness of FSV at work and female staff being referred to services and getting the help they need to leave violence by partners and other family members.

- Not her real name

Future sustainability of BCFW

Member company engagement, strategic partnerships, and ongoing investment in BCFW from government and donors were seen to be vital to build the sustainability and effectiveness of BCFW.

Member companies are effectively the owners of BCFW and this evaluation has shown they benefit in important ways from BCFW’s niche suite of programs, research, and advocacy. They posit that future sustainability of BCFW will be helped by forums that provide for active involvement of members, by member companies giving expertise, learning and sponsorship back to BCFW, and companies contributing to strong governance on the BCFW Board and committees.

More specifically, the company survey and Roundtable suggested companies enter strategic partnerships with BCFW that create value for money for both organisations. Member companies can help pilot new initiatives and roll out established programs, lending momentum to BCFW’s work. Member companies can promote more women to leadership and encourage more male champions at senior level. Further, member companies can themselves use some of the activities and resources BCFW has developed to influence change in other parts of the economy and society, for example through tertiary education institutions.

BCFW is seen to be an effective strategic partner for program development, research, and campaigning for gender equity. Some noted that BCFW has been selective and careful in choosing partners. Once committed, it has worked hard to bring its members, resources, and expertise to various partnerships. Taking these capabilities and practices forward will multiply the impact BCFW can have with and through other initiatives in addition to its direct role in service delivery.

Through key informant interviews and the Roundtable, member companies were invited to make **the case for ongoing government and international donor investment** in BCFW. In brief, they raised the following arguments.

“Gender equity in leadership positions makes economic sense. It improves the bottom line for businesses and will lead to greater national development and prosperity.” “More gender equality across the private sector equals better results for PNG.”

“BCFW combines a genuine commitment to gender equality and the rights of women and girls, at home and in society. Working with the private sector to lead change has significant direct and indirect benefits for PNG.”

“Their worthy goals and objectives are helping organisations maximise the input of our female staff and ensure fair and equal processes apply at all times.”

“There is a growing body of evidence that BCFW’s work is achieving the outcomes needed for women, companies, and other organisations. However, we need to be able to better demonstrate the change so others see what they stand to gain.”

“Invest in the work of BCFW because businesses know that women outperform men in almost all areas and should be given the opportunity to further demonstrate this.”

“There is still so much work to be done to close the gender gap and address gender-based violence in PNG.”

“There are real and acute issues facing women in PNG and few organisations are as effective as BCFW at addressing them.”

“There is limited or no funding and resources from the GoPNG going into the areas BCFW works in. Donor funds are often tied to specific priorities and activities. The BCFW model generates significant private sector funding and this gives BCFW the space to lead and find solutions relevant and prioritised by PNG women and businesses.”

“Investment aligns with international multilateral programs on gender inclusivity. It is a natural connection and assists companies realise good practice and assists in their compliance with major lending, grants, and other funding requirements.”

6 FUTURE DIRECTIONS AND STRATEGY

In early 2023, BCFW commenced work on a five-year Strategic Plan. This work involved in depth consultation and engagement of staff, the BCFW Board, member companies and other key stakeholders. This strategy work was very much seen as an exercise in building on strengths to position BCFW for even greater impact. As with this evaluation, consultations were extremely positive about what BCFW had been able to achieve, particularly since 2018, and there was a sense of excitement about its evolving business model and its potential to contribute to change in the private sector, public sector and in civil society. An overview of the Strategic Plan is included here to show how much the findings of this evaluation are already reflected in BCFW's future ambitions.

6.1 OVERVIEW – PURPOSE, VISION AND GOALS

Our purpose

Led by the private sector, we work for gender equity, safety and empowerment of women and girls in PNG.

Our vision

Women have an equal place in decision making, leadership and nation building in PNG.

What we stand for

Gender justice – respect, safety, and empowerment of women.

Inclusion – embracing and celebrating diversity.

Courage – being changemakers, taking risks, and learning from mistakes.

Integrity – honesty and accountability in actions and relationships

A solutions focus – with programs developed by and for Papua New Guinea.

The long-term outcomes we work for

Increased participation of women in the PNG workforce

More equal representation and influence of women leaders in business, government and civil society organisations

Women are free from gender-based violence and safe in their communities and workplaces

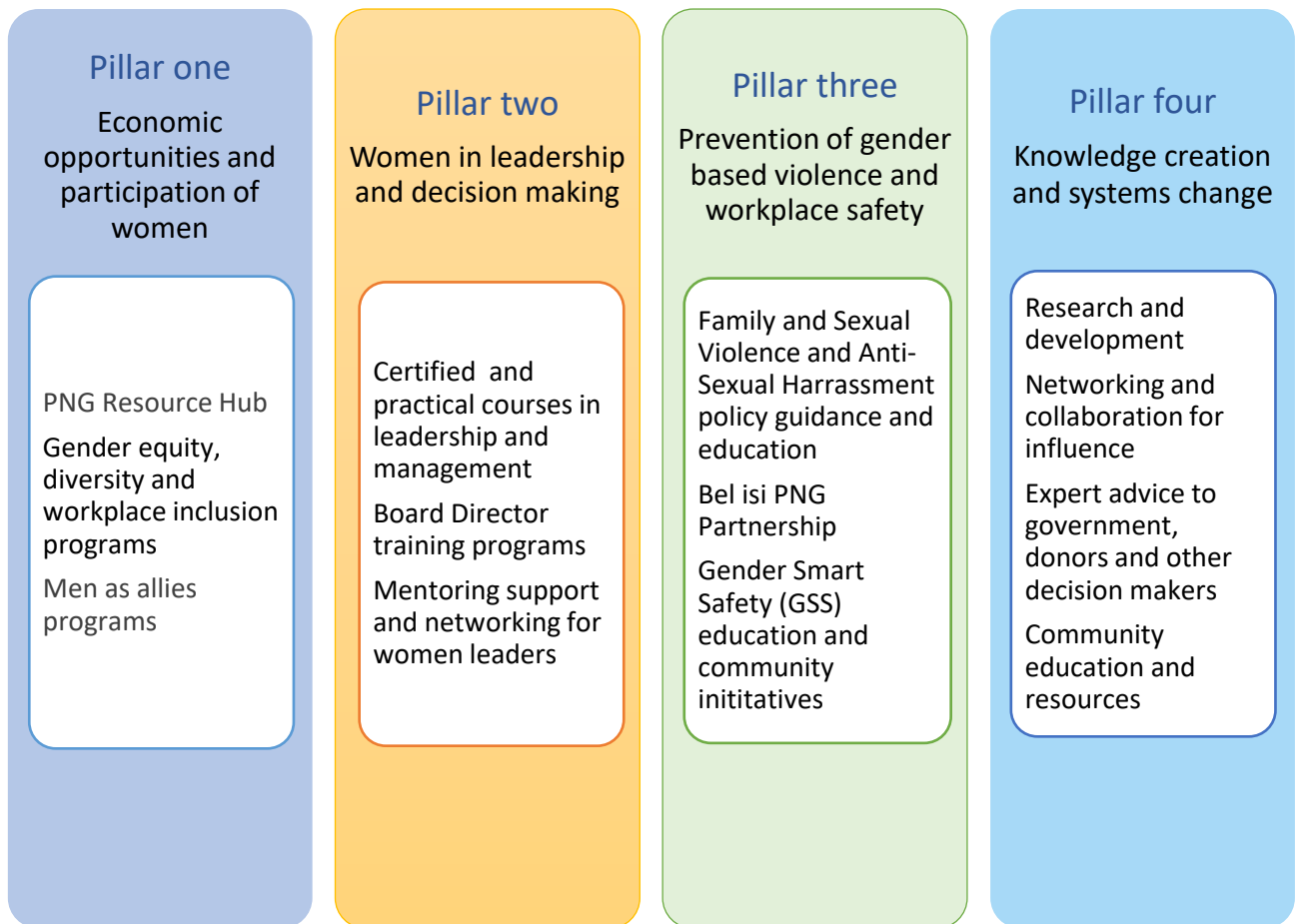
National progress toward women's empowerment and gender equity.

Our strategic goals

1. Expand the reach and impact of BCFW's program offer to women, member companies, civil society organisations and the public sector.
2. Develop innovative and contextually relevant solutions that advance gender equity and are widely replicated.
3. Increase BCFW's profile and influence as a national leader and voice on issues affecting women and girls.
4. Secure the resources and capabilities needed to be an effective, widely recognised, and sustainable organisation.

6.2 STRATEGIC PILLARS AND CORE BUSINESS

BCFW will lead and work for long term change for women in PNG under four strategic pillars:



The foreword to the plan was a call to action from BCFW Chair, Lesieli Taviri, and Executive Director, Evonne Kennedy

“We stand at an important point in our journey towards a more just and equitable world for women in Papua New Guinea.

In this visionary plan, we set forth a clear roadmap to foster positive change for women’s economic participation and leadership in PNG.

Key to our success is the engagement and collaboration of our dedicated members, partners, and supporters. Together, we will form an inclusive and powerful community that advocates for gender equity with a united voice. We welcome the involvement of individuals from all walks of life who share our vision of a world where every woman is treated with dignity and respect, and where her potential knows no bounds.

As we move forward with determination and hope, let us remain steadfast in our commitment to cultivating a world where gender equity is not an aspiration but an unyielding reality. Our collective impact will shape the destiny of generations to come, leaving a lasting legacy of equality for all.”

7 APPENDICES

7.1 APPENDIX ONE: BACKGROUND READING AND REPORTS

Organisational documents

BCFW Annual Reports – 2018 - 2022

Six Monthly Progress Reports to Pacific Women Shaping Pacific Development and PNG Women Lead 2018-2023

BCFW Newsletters – Quarterly publication: September 2018 to December 2023 (Website)

BCFW Monitoring, Evaluation and Learning Framework 2023

BCFW Strategic Plan 2023-2027

Articles on website

Pillar 2 – Women in Leadership and decision making

Leadership Matters: Benchmarking women in business leadership in the Pacific, The Pacific Private Sector Development Initiative (PSDI)

Senior Executive Women’s Program - Baseline and Endline Survey Data

Cert IV and SEWP – pre and post course evaluations

Pillar 3 – GBV and workplace safety

Workplace Responses to Family and Sexual Violence in PNG: Measuring the Business Case – International Finance Corporation and BCFW, Baseline Report June 2021; Endline Report July 2023.

BCFW Family and Sexual Violence Surveys

- NWTL Group: Baseline (November 2020-February 2021) and Endline (March to May 2022)
- Swire Shipping: Baseline (June-July 2021) and Endline (March to May 2022)

BCFW Dashboard: FSV – Bel isi PNG

FSV and ASH Databases 2018-23

GSS Database 2023-24

Spotlight Database 2020 - March 2024

Gender Smart Safety Audits – Pacific Towing (Jan-Feb 2020) OSL (Feb-March 2020)

GSS Pre and post evaluation analysis – Solar Solutions March-April 2022

7.2 APPENDIX TWO: INTERVIEWS AND MEMBER COMPANY ROUNDTABLE

Key informant interviews

Alicia Sahib, Bank of South Pacific

Angesula Jogamup Bank of PNG

Ayesha Lutschini, PNG Women Lead

Eddie Aila, Aila Consulting

Elizabeth Asigau, Bank of South Pacific

Evonne Kennedy, BCFW

Gaye Moore, Department of Foreign Affairs and Trade

Karen Mitchell, Wings Education

Kerrie McNamara, G4S Security Solutions

Kristine Seko, PNG Women Lead

Lazarus Sean Kenni, Solar Solutions and IFC

Miriam Dogimab, Pacific Women Shaping Pacific Development

Neil Papenfus – BCFW Board and Pacific Towing

Olive Compain, Westpac

Pam Kenyon, PNG Nambawan Trophy Haus

Richelle Tickle, Pacific Women Shaping Pacific Development

Robbie Huxley, BCFW Board and TE PNG

Sarah Boxall, PSDI, Asian Development Bank

Tovi Amona, Santos Foundation

William Wilhelm, Hasting Deering

Companies represented at the Roundtable

Credit Corporation

Kina Bank

Mi Bank (2 representatives)

Santos Foundation

South Pacific Brewery

Total Waste management

Westpac

7.3 APPENDIX THREE - STRATEGIC PARTNERS – 2018-2023

International Finance Corporation – IFC Advisor and program partner during the establishment years.

Australian Government in partnership with the Government of Papua New Guinea - The Coalition was supported through the Pacific Women Shaping Pacific Development Program (2016-2021) and PNG Women Lead (From 2022).

IFC – Research partner for the Baseline and Endline research on Workplace Responses to Family and Sexual Violence: Measuring the Business Case (2020-2022). Research to establish the Business Case for Employer Supported Childcare in Papua New Guinea (2023)

WINGS Education. Partner for face-to-face facilitation of the Certificate IV in Leadership and Management (2016-2023)

TAFE Queensland. BCFW began a partnership in 2021 with TAFE Queensland to provide the Certificate IV in Leadership and Management online.

Australian Institute of Company Directors (AICD). The Coalition collaborates with AICD to deliver the PNG Directorship course. (2018-2023)

Bel isi PNG - The Coalition was a key partner in Bel isi PNG, along with Femili PNG, Oil Search Foundation and the Australian Government in partnership with the Government of PNG, aiming to address Family and Sexual Violence. Through this partnership BCFW conducts Family and Sexual Violence (FSV) educations sessions, FSV policy implementation, training, and consultancy assistance.

The Pacific Private Sector Development Initiative (PSDI) - BCFW in partnership with PNG Institute of Directors (PNGID) launched the PSDI report on women in business leadership in the pacific.

United for Equality: DFAT funded support through UNWomen, BCFW engaged the private sector in Lae to work toward supporting a safer public transport program.

Care International, through PATH, saw the roll out of the Senior Executive Women’s Program through various provincial Public Health Authorities.

TAFE Queensland. BCFW began a partnership with Tafe Queensland to provide the Certificate IV in Leadership and Management online.

7.4 APPENDIX FOUR: BCFW MONITORING, EVALUATION AND LEARNING FRAMEWORK

Short and medium term outcomes

The Outcomes below are taken from BCFW’s MELF. The full MELF, updated in February 2024, includes a theory of change and overarching program logic with outputs shown as well as outcomes.

Pillar two: Women in Leadership and decision making

Long term outcome: More equal representation and influence of women leaders in business, government, and civil society organisations.

Short term outcomes	Medium term
Certificate IV in Leadership and management	
Students: <ul style="list-style-type: none"> – gain knowledge and skills from course material – pass subjects and graduate – grow in self-confidence, self-esteem, and work ethics 	<p>Women are achieving promotion, more responsibilities, and increased salaries in companies.</p> <p>More women are succeeding in private and public sector leadership positions.</p>
Ex-students: <ul style="list-style-type: none"> – stay connected for support and learning – access ongoing professional support – continue to enhance their skills – gain access to scholarships. 	
Senior Executive Women’s program	
Women executives gain: <ul style="list-style-type: none"> – increased self-confidence as leaders – enhanced support systems and networking skills – broadened understanding of business and management operations. 	<p>Companies access a growing pool of women leaders.</p> <p>More women are promoted to executive/leadership positions</p> <p>Company culture and performance improves through women’s influence in decision making and operations.</p>
Foundations of Directorship Course	
Women executives gain: <ul style="list-style-type: none"> – increased self-confidence as leaders – enhanced support systems and networking skills – broadened understanding of business and management operations. 	<p>Increased representation of skilled women nationals on PNG boards</p>
Women Executives and Directors Mentorship Program	
Mentees: <ul style="list-style-type: none"> – gain confidence to pursue leadership positions – access support and professional development 	<p>More women nationals in Executive positions and represented on PNG boards</p>
Mentors and mentees benefit from networks	

Pillar three: Prevention of Gender-based Violence and Workplace Safety

Long term outcome: Women are free from GBV and safe in their workplaces and communities

Short term outcomes	Medium term
Support companies implement and improve FSV policy and practice	
<p>Member companies:</p> <ul style="list-style-type: none"> – implement an FSV policy reviewed by BCFW – raise awareness of policy with managers and staff – establish a Workplace Contact Team (WCT) 	<p>Companies demonstrate a more responsive organisational culture</p> <p>Staff disclosures about FSV increase and more staff are accessing company support</p> <p>Referrals between companies and community support services are strengthened and more staff access support.</p>
<p>WCTs are equipped to act as first point of contact for staff experiencing or impacted by FSV</p> <ul style="list-style-type: none"> – recognize different forms of FSV – respond sensitively and appropriately to disclosures – confident to discuss company support and FSV policy and refer to community support services <p>Staff are more aware of the role and support available from WCTs.</p>	
<p>Staff have a better understanding of FSV and its impacts on employees and the business.</p>	
<p>Companies, community support providers and donors have increased awareness of the value of BCFW service offerings.</p>	
Support companies implement and improve ASH policies and practices	
<p>Member companies:</p> <ul style="list-style-type: none"> – implement an ASH policy reviewed by BCFW – raise awareness of policy with managers and staff <p>Trained staff respond to incidences of sexual harassment in the workplace</p> <p>Staff are more aware of different forms of sexual harassment, the ASH policy, appropriate behaviours, and support services.</p>	<p>Staff are more able to disclose sexual harassment and feel supported when they do</p> <p>A shift in organisational culture results in more appropriate behaviours and less harassment at work</p>
Gender Smart Safety Solutions	
<p>Member companies</p> <ul style="list-style-type: none"> – are better informed about minimum safety standards and gender smart policies and strategies in place – establish baseline data and track and report on gender smart safety over time – establish a Community of Practice to embed good practices – use BCFW resources and trainings as part of their strategy. 	<p>Company workplaces are safer for women and all staff.</p> <p>Companies work with other organisations and sectors to promote gender smart safety in all PNG workplaces.</p>
Advocacy and awareness raising on GBV and sexual harassment	
<p>Government, business, and community leaders better understand the incidence and impacts of gender-based violence and sexual harassment.</p> <p>BCFW and member companies are seen as the go to place for information, strategies and learning about what works to address gender-based violence, sexual harassment, and workplace safety for women.</p>	<p>Stronger focus on prevention of gender-based violence and sexual harassment in the public domain.</p> <p>PNG’s National and Provincial Governments take more action to address gender-based violence and sexual harassment.</p>