



## TECHNICAL GUIDANCE NOTE ON THE SIX PILLARS OF SPOTLIGHT THEORY OF CHANGE



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## Overview of Spotlight Initiative

The Spotlight Initiative leverages the latest evidence and thinking on violence against women and girls (VAWG) and works to apply it within the context of country-specific insight and analysis. It is comprised of 6 pillars that, together, form a cohesive and comprehensive approach to ending VAWG. Country Programmes are developed through a collaborative, inclusive process that aims to respond to the needs and aspirations of multiple stakeholders, prioritizing those who are most at risk and/or facing intersecting forms of discrimination.

## How to use this pillar guidance?

This guidance note<sup>1</sup> highlights key ideas for each pillar, in order to assist Spotlight country teams in designing their programmes for that pillar. The document is divided into 6 parts- 1 for each pillar.

Under each pillar, you will find the following sub-sections:

- **What?** *The main purpose of that pillar (as described in the Spotlight ToR).*
- **Why?** *Key points about why that pillar is important for ending VAWG.*
- **How?**
  - A. Understand the Latest Evidence and Learning:** *Summary of the latest thinking, evidence, practice-based learning for that pillar that can help to inform programme design.*
  - B. Apply this to Programming:** *Examples of the types of interventions and sample actions that the Country Programme may consider, informed by the latest ideas presented in part A. Since UN Spotlight staff do not implement directly, many of the sample actions reflect those that you can support Spotlight partners to do.*
- **For Further Exploration and Consideration:** *Ideas that are worth exploring further, possibilities for innovation, and additional questions or considerations for that pillar.*
- **Tools and Resources.** *Links to tools and resources that are relevant to that pillar.*

It is important to note that the ideas and examples presented for each pillar are not an exhaustive list. Many are broad and require further strategizing to translate into concrete programming. It is not possible for every Country Programme to do everything contained within this document. Country teams should plan according to what is most feasible and relevant in their context, and according to the strengths and aspirations of those involved.

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<sup>1</sup> This document is considered a “work in progress”. All colleagues and partners are encouraged to provide feedback and comments as well as to suggest useful resources, so that we can improve the content of these notes. Please do not hesitate to contact the Spotlight Secretariat.



## Guiding Principles

All interventions within Spotlight, regardless of the pillar, will be designed and implemented using a human-rights based approach, that makes every effort to leave no one behind. These are core principles of Spotlight Initiative.

- **Human-rights based approach.** This principle prioritizes the rights, needs and wishes of survivors, and recognizes everyone’s right to dignity, respect, control over their own decisions, confidentiality, non-discrimination, and access to information. Under each pillar, programs should be implemented in accordance with the latest international standards, while remaining culturally and age-appropriate.
- **Leave No One Behind.** Inclusion and equality are at the core of Spotlight. This means investing in reaching those who are most left behind and recognizing the intersecting forms of discrimination and oppression faced by women and girls, that differentiate their experiences and needs. Under each pillar, programs will make specific and targeted efforts to ensure equal access and inclusion for all women and girls. This means conducting specific analysis of the barriers, risks and opportunities for specific groups of women and girls and working together with organizations and activists representing diverse groups (such as LGBTQIA, those living with different abilities, ethnic minorities, etc.). It also means engaging in radical listening and authentic solidarity.



## Pillar 1 (Laws and Policy)

### What?

This pillar focuses on the design and/or strengthening of legislations on VAWG, in line with international standards, as well as on the set-up/strengthening of mechanisms for implementation through National/Subnational action plans. Comprehensive legal and policy frameworks are essential to ensure an effective and coordinated response to VAWG.

### Why?

- States are the primary duty bearers for addressing violence. State responsibility is not limited to responding only to VAWG but extends to identifying underlying root causes, risk factors and patterns of inequality that could result in violence and taking steps to overcome them.<sup>2</sup>
- To address gender inequality, as the root cause and consequence of such violence, it is essential for States to adopt laws that provide for gender equality and minimum age in marriage, divorce, property, inheritance, access to/control over assets and services, identity, nationality, child custody. Addressing discriminatory laws/policies is a crucial component of States' obligations.
- Despite efforts and significant progress in many countries, major challenges remain including limited implementation of laws and policies, inadequate enforcement of laws, the persistence of discriminatory laws as well as a lack of resources and coordination.
- In countries where customary, religious and indigenous laws exist alongside formal law, major concerns remain about the application of discriminatory laws and practices, despite formal laws enacted to protect women and girls from violence.
- Evidence shows that women and girls facing intersecting and multiple forms of discrimination have been left behind in the development and implementation of legislation and policies and relevant laws are often discriminatory towards them.
- Advocates of gender-transformative laws and policies, including human rights defenders and women's rights activists, may become targets of threats, intimidation and violence and require additional protection under the law.

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<sup>2</sup> International and regional legal and policy instruments detail the obligation of States to adopt and/or revise laws and policies that address VAWG, to prevent, investigate and punish acts of VAWG, and to provide access to just/effective remedies. They offer guidance on how to do so.



## How?

### A. Understand the Latest Evidence and Thinking

1. Legal reform alone is not enough to prevent VAWG. It is most effective when combined with community-based interventions to shift the norms that uphold VAWG.
2. Strong national laws to address VAWG have similar characteristics:
  - They make VAWG illegal:
    - in all spaces, both private and public (including at home, workplace, public transport, online, etc.);
    - in all forms (physical, sexual, harmful practices, emotional, economic, and other forms of violence); and
    - by all perpetrators (including intimate partners and marital rape).
  - They include adequate sanctions and penalties (such as reparations or imprisonment) that are commensurate with the gravity of crimes
  - They allow for protection orders (also known as restraining orders, apprehended violence orders or non- molestation orders) to be issued against perpetrators
  - They ensure that sexual assault/rape offenders are always liable and not protected by immunity (even if they subsequently marry the victim).
  - They incorporate specific provisions on the prevention of VAWG and on the establishment of comprehensive and integrated support services to assist survivors of violence
3. Most countries experience major challenges in implementing and enforcing relevant laws, yet this is an area that receives little focus
4. Discrepancies between customary law (traditional or religious) and formal law are common, and community members often defer to customary law. However, few comprehensive efforts exist to address this.
5. Many laws either actively discriminate against women and girls who experience intersecting forms oppression (such as LGBTQI, indigenous, women living with disabilities) or neglect to include them. They are also often excluded from lawmaking and review processes.
6. Lawmakers and justice officials generally hold the same attitudes and beliefs as the societies they are a part of and may, therefore, shy away from prosecuting VAWG cases or taking them seriously. It is essential to work with them, deliberately and over time, to shift their ideas and practices.



## B. Apply this to Programming (Sample Actions)

<b>Strengthen legislation and policies on VAWG</b>
<ul style="list-style-type: none"> <li>● Assess the legislative framework, customary/religious/indigenous laws, including gaps in content, implementation weaknesses, barriers to protection, investments and budget allocations as well as monitoring mechanisms for enforcement of the laws.</li> <li>● Advance state ratification, without reservations, of international and regional human rights instruments</li> <li>● Promote legislative reforms which address protection for all women and girls and prosecution of perpetrators (remember that changes made in one part of the legislation need to be made consistent across the legislative framework).</li> <li>● Promote legislative reform to address discriminatory laws against women and girls (such as equal rights regarding divorce, property, custody, child support; minimum age at marriage; and legal recognition of customary marriage).</li> <li>● Review the coherence between violence against women and violence against children laws and policies and revise as needed to ensure age-appropriate sanctions and protections, specific measures against violence against girls and recognition of the impacts of VAW on children.</li> </ul>
<b>Explore ways to harmonize customary, indigenous and/or religious law and the formal justice system</b>
<ul style="list-style-type: none"> <li>● Assess the key areas of conflict between customary law and formal laws in relation to protection of women and girls.</li> <li>● Develop strategy to resolve these in adherence with the human rights of the survivor and international gender equality standards.</li> <li>● Work with communities to codify the survivor's rights, including under customary/religious law.</li> <li>● Strengthen the capacities of community paralegals and institutionalize their role as important intermediaries between formal and informal justice sectors.</li> </ul>
<b>Develop sectoral policies and national plans of actions (multisectoral if possible)</b>
<ul style="list-style-type: none"> <li>● Support the development of a multisectoral national plan of action through a participatory approach, which should contain a set of activities with benchmarks and indicators, for a comprehensive and coordinated approach to the implementation of the legislation</li> <li>● When possible and relevant, support the design or strengthen multisectoral mechanisms for the allocation and tracking of resources.</li> </ul>



- When relevant, coordinate resources and initiatives across sectors, involving both government and CSOs.
- Promote accountability of the institutions responsible through an M&E framework and clear delineation of roles.

**Strengthen the implementation of laws and policies**

- Work with legislators, police, judges, and community members to identify the major challenges to implementing existing laws related to VAWG.
- Develop creative strategies to address barriers within the community, beyond awareness-raising.
  - Consider theories of attitude and behavior change to design strategies that increase understanding and uptake of the law
- Engage community and religious leaders in activities that support the implementation of formal law in addition to customary law.
- Support capacity-building and resource mobilization as needed for more effective law enforcement.
- Work with justice and law enforcement officials, in an ongoing manner, to transform their own ideas and beliefs about power, gender and VAWG.
- Support the development of protocols, guidelines, standards and regulations, for the comprehensive and timely implementation of the legislation.

**Ability of women’s rights groups, CSOs and women human rights defenders to advance the human rights agenda**

- Ensure that legislation and policies are developed with the participation of women’s rights groups, CSOs and women’s human rights defenders, including those representing groups facing multiple forms of discrimination.
- Support networks and alliances among human rights defenders, civil society, traditional and religious leaders, and the formal justice sector
- Facilitate the establishment of an accountability mechanism that will enhance the safety of individuals and groups advocating for women’s rights, particularly those facing intersecting forms of discrimination





## For Further Exploration and Consideration

- *How can we engage differently and more effectively with customary law (indigenous and/or religious) and the formal justice system?* Most programs operate on the belief that the more we shift to formalized justice systems, the better. However, there are real challenges and questions about the effectiveness of formal justice systems in keeping women safe while customary law is very strong. It could be a real innovation to explore the dynamics of customary law and alternative forms of justice in greater detail and see if there are new ways that we can approach the interplay of these two systems.
- *What approaches exist or can be developed for strengthening implementation of laws?* There is generally little known about how to actually strengthen implementation of laws in a meaningful way, beyond training police or lawmakers. There is a lot of room here for exploration of effective and/or creative work being done in this regard.
- *Are there alternative models of criminal justice and criminal justice reform that exist that we could learn from?* Even in countries where strong laws are in place on paper, the systems still have so many challenges in actually responding and preventing to violence against women. It could be compelling to explore other models of criminal justice.

### Tools and Resources:

- [Handbook for Legislation on Violence against Women](#). UN Women, 2012.
- [Handbook for National Action Plans on Violence against Women](#). UN Women, 2012.
- [Latin American Protocol for Investigation of Femicide](#). UN Women and OHCHR, 2014.
- [Virtual Knowledge Centre, Legislation Module](#). UN Women.
- [AccountABILITY Toolkit](#), Women Enabled International, 2017.
- [Customary Law and Traditional Knowledge](#). WIPO, 2016.
- [Informal Justice Systems](#). UN Women, UNICEF and UNDP, 2012.
- [Practitioner Brief: Customary and Informal Justice Systems](#). International Development Law.
- [Alternative Criminal Justice Models](#). Victorian Law Reform Commission, 2019.
- [Why and how constitutions matter for advancing gender equality](#). UN Women, 2017.
- [Training materials on investigation and prosecution of gender-based violence](#). AEquitas.
- [Violence against Women: Advocating for Legal Reform](#). New Tactics in Human Rights, 2016.
- [Policy & Systems Advocacy Resources](#), from the Online Resource Library on Gender-Based Violence. VAWnet, 2019.



## Pillar 2 (Institutional Strengthening)

### What?

Institutions (at national and sub-national level) play a crucial role in transforming laws and policies into reality and in ensuring that these apply to all groups of women, including those facing intersecting forms of discrimination. Cross-sectoral, multi-layered and coordinated work is required, covering all actors from the executive branch of government, parliament to local authorities. This Pillar will focus on fostering change within institutions to address power imbalance and gender equality as a foundation for their work on EVAWG, as well as upstream (i.e. at the highest level of Government) national/sub-national coordination mechanisms for addressing VAWG, integration of VAWG in other key sectors, and gender-responsive budgeting aimed at increasing budgets for VAWG prevention and response. It will not include activities on legislation or national action plans (Pillar 1), nor on the coordination of services - health, police, access to justice, etc – (Pillar 4).

### Why?

- Institutions are an important part of the Ecological Model. Like individuals, change outside starts with change from within. In order to effectively address VAWG, institutions must first confront the power imbalances, gender inequalities, and violence within their own institution.
- Effective leadership on ending VAWG depends largely on 4 elements: living the values of gender equality within the institution, effective and proactive leadership on the part of senior officials, including the allocation of appropriate resources; effective coordination and coherence at vertical and horizontal level; and meaningful presence and participation of women’s human rights advocates
- All sectors have a role to play in addressing VAWG (e.g. health, social services, education, justice, security, culture). Therefore, VAWG needs to be incorporated into their plans, policies, budgets and activities.
- Coordinated work across institutions enables coherence between SDG targets on EVAWG and the other SDGs, and helps to put laws into practice.
- Subnational authorities/networks are the first interface for survivors of violence. Strategies to achieve subnational ownership and community buy-in are critical
- Ensuring that institutions apply gender-responsive budgeting (GRB) ensures financial resources needed, enhances results and accountability. GRB is also an important tool to ensure that EVAWG is mainstreamed across all sectoral budgets.
- Institutions are an important space for innovation to better respond to VAWG. Institutional innovation can sometimes mean altogether new institutional arrangements—not just incremental improvement.



## How?

### A. Understand the Latest Evidence and Thinking

1. In order for institutions to create and sustain changes to address VAWG, they must be willing to create change within their own institution, examining their own operational culture, and transforming institutional power dynamics and personal beliefs and behaviors in addition to policies, procedures and actions. Organizational culture may not be explicitly expressed but is usually implicit within the everyday habits of the institution/organization and reflects certain sets of views. This includes everyone from top leadership to employees.
2. Organizations who are working to support institutions must also be willing to go through their own process of change. This kind of change is not linear; it is multi-dimensional and includes both personal and systemic change.
3. Institutional strengthening requires more than one-off training. It requires ongoing support, mentoring, and incremental steps in changing operational culture alongside formal policies, procedures, actions and programs. Leaders may require specific skills-building to lead institutional strengthening within their institutions. Since leaders may be very busy, identifying allies within institutions who can help to lead the work can be useful.
4. Gender-responsive budgeting helps to ensure that VAWG priorities and programmes are adequately financed and that the impact of government spending can be monitored. GRB can be done with many different groups including government, civil society, academia and NGOs. GRB works best when:
  - there is a strategy for translating gender analysis into policy change;
  - there is political commitment and leadership at the highest level of government
  - there are allies within parliament and at every level among public servants;
  - civil society, including women’s rights organizations, is included in the process
  - stakeholders have sufficient GRB capacity
  - organizations working on GRB are seen as credible by decision makers;
  - gender-disaggregated statistics and other data are available.
5. Monitoring/oversight mechanisms in subnational and national institutions can be an effective way to apply pressure for reform and monitor the impact of any EAW measures introduced. Involving women’s civil society organisations outside of government and at different levels is critical to their success, and different models of social accountability mechanisms exist and have shown promising results.
6. Intersectoral approaches between women’s rights and child rights actors on VAW and



VAC are necessary to address the increased vulnerabilities of girls and adolescent girls.

7. It is not possible to work with every institution and organization in a comprehensive way. Organizations who plan to support in-depth institutional strengthening work may identify specific institutions they would like to engage in long-term support.

## B. Apply this to Programming (Sample Actions)

### **Strengthening analysis of EAWG, operational culture, policies and programs amongst institutions and the organizations supporting them**

- Conduct training for and provide ongoing support/mentoring exercises to civil servants across a range of sectors to examine inequality in beliefs and practices both within and outside of the institution and identify priorities for change.
- Review international guidelines and resources for relevant actors that may be useful in building capacity and help to apply within your context.
- Create action plans for key changes towards improving operational culture and policies. Support periodic review and follow up
- Integrate EAWG activities into existing programs and plans.
- Use a variety of capacity development strategies such as gender action learning, strategic planning and program development, training, and reflective learning to engage with teams, organizations and networks.
- Support institutional leaders to lead the process of change within their organizations and drive the development of programs and plans to address VAWG. This includes both training and mentoring, in issues not only related to EAWG but around values-driven leadership
- Include zero tolerance on VAWG and sexual harassment. Develop relevant policies and codes of conduct

### **Strengthening multi-sector, institutional coordination around EAWG**

- Ensure that national SDG coordination mechanisms have a strategy to track the financial and policy linkages between SDG 5.2 and the other SDGs.
- Support decentralization and de-concentration efforts with fiscal strategies to ensure broad representation of women advocates in local level committees and resources for addressing VAWG at the local level.
- Involve non-state actors (churches, private sector, civil society) at all layers of coordination and monitoring of government EAWG policies.
- Develop plans for integrating EAWG activities into many different sectors, in line with international HR standards.





- Support systemic change to help ensure sustainability, e.g. setting up clear coordination structures and mechanisms, terms of reference, protocols for coordination, and procedures for implementation and review
- Review multi-sectoral guidelines and coordination guidelines that may be used by different actors and support them to apply to their contexts

**Strengthening capacity of local-level institutions and organizations to implement EVAWG strategies or programmes**

- Support local government offices, institutions, and organizations from different sectors to design EVAWG action plans. Ensure inclusion of women's groups and those representing the most marginalized.
- Offer ongoing technical assistance.
- Support municipalities in the implementation of local EVAWG action plans together with diverse stakeholders. Set timelines for reviews and feedback.
- Help connect EVAWG action plans to other community priorities, social development goals and/or localized SDG targets in the territory
- Strengthen institutional capacity, from the highest levels of leadership, to promote zero tolerance on VAWG (including sexual harassment) and gender equality internally and externally (this includes policies, codes of conduct, capacity building etc ).

**Enhance Gender-Responsive Budgeting (GRB) for better EVAWG results**

- Work with Ministries of Finance and Planning, Women machineries, budget departments and statistical offices to improve financial reporting to reflect allocations to VAWG.
- Support efforts to introduce gender-responsive budgeting into programme-based budgeting, and to establish mechanisms for the systematic analysis of the impact of policies on EVAWG.
- Train government officials, on gender budgeting methodologies and processes to ensure targeted allocations, transparency, and effectiveness of resources for policies' implementation in support of EVAWG.

**Establishing monitoring, oversight, and social accountability mechanisms**

- Review examples of monitoring, oversight and social accountability mechanisms from different contexts and discuss with partners.
- Work in partnership with civil society and government to develop systems appropriate to your context.



## For Further Exploration and Consideration

- *Once practitioners have been trained on GRB, it is also important to design GRB tools and processes that are specific to the context.*
- *Where are the assumptions. Is joint work planning actually good?*
- *A robust strategy for transforming operational culture and strengthening institutions requires more than training, and requires change from within.*
- *Noticing the connections between Pillars 1, 2, and 3. Deeper work to strengthen institutions connects directly with ability to improve laws and policies, enforcement of laws and policies, and prevention across the ecological model.*

## Tools and Resources:

- o [Gender Mainstreaming, Institutional Transformation](#). European Institute for Gender Equality, 2019.
- o Gender at Work.
  - o [Gender at Work: Theory and Practice for 21<sup>st</sup> Century Organizations](#). Rao, Sandler, Kelleher and Miller, 2016.
  - o Strategies - <https://genderatwork.org/pathways-to-change/>
  - o Case Studies - [Transforming Power: A Knotted Rope](#). Gender at Work, 2017.
- o [A Guide to Gender-Responsive Budgeting](#). Women's Budget Group and OXFAM, 2018.
- o [Budget and Gender in Latin America and the Caribbean](#). UN Women, UNV, AECID and the Basque government, 2011.
- o [Effective Gender Equality Training Synthesis Report, European Institute for Gender Equality](#). 2014.
- o [Considering gender norms, roles and relations in institutional processes](#). WHO.
- o [Gender Equality in Public Administration Case Studies, UNDP, 2014:](#)
- o [How can aid be gender responsive in the context of the new aid modalities?](#) Lessons from gender responsive budgeting initiatives, 2010, UN Women
- o [The Global Movement for Children](#): a key partner with various institutions that need to be involved to ensure that work on VAC addresses VAWG in coherent ways.
- o [Guidance for Developing Gender-Responsive Education Sector Plans](#). Global Partnership for Education, United Nations Girls' Education Initiative, and UNICEF, 2018.
- o [Mobilising Men in Practice](#), Challenging sexual and gender-based violence in institutional settings, 2012 UNFPA
- o [Parliament, the Budget and Gender](#), IPU UNDP & UNIFEM, 2004: This handbook is a guide for parliamentarians on how to effectively participate in the budget process.
- o [Case Study: Institutional strengthening against gender-based political violence in Bolivia, SDG Fund](#). This case study analyses practices, lessons learned, results and challenges to strengthen and expand knowledge on the empowerment of women in the political sphere.
- o Women's Budget Group and OXFAM, 2018. <https://wbg.org.uk/wp-content/uploads/2018/02/gt-guide-gender-responsive-budgeting-280218-en.pdf>
- o [Measuring Gender-Transformative Change: A Review of Literature and Promising Practices](#), Care from Kantor and Appgar (2013), 2017 [http://www.care.org/sites/default/files/documents/working\\_paper\\_aas\\_gt\\_change\\_measurement\\_f\\_a\\_lowres.pdf](http://www.care.org/sites/default/files/documents/working_paper_aas_gt_change_measurement_f_a_lowres.pdf).
- o [Financing for Gender Equality Portal](#): Key resources on GRB and financing for gender
- o [What works to prevent violence against women and girls?](#) What works, 2014



## Pillar 3 (Prevention)

### What?

This pillar focuses on addressing the root causes of violence against women, including discrimination against women and girls and gender inequality in the distribution of power/resources. Such divisions are formed and reinforced through social norms, behaviors and practices. To address this, it is essential to promote favorable social norms, attitudes and behaviors at societal, community and individual levels through multiple strategies

### Why?

- Evidence shows that violence against women and girls IS preventable. The core drivers of VAWG are socially determined rather than biological, which means they CAN change.
- Preventing violence from occurring in the first place is the best way to ensure protection of women and girls. Prevention efforts complement actions of the response system to avert repeated cycles of violence.
- Prevention has the potential to significantly reduce morbidity and mortality. Preventing violence improves the health of girls, women and their children, including as related to maternal-child health and sexual and reproductive health and rights (e.g. reduced risk of acquiring STIs and HIV; unwanted pregnancies)
- Prevention is cost-effective. It helps avert repeated cycles of violence, and the social, economic and human rights costs of ongoing violence against women. It allows for savings within the health care, police and judiciary systems, as well as child and welfare sectors, and reduces the costs associated with violence such as absenteeism from work, and overall erosion of human capital.





## How?

### A. Understand the Latest Evidence and Thinking

1. Primary prevention initiatives require long-term planning and investment. It may only be realistic to expect changes in knowledge and attitudes within a short timeframe, but changes in behaviours can take at least 5 or more years.
2. Preventing VAWG in the long-term requires more than changing individual behaviors. It requires changing the *norms* that uphold the imbalance of power between women and men and allow VAWG to continue.
  - Changing individual behaviors is not the same thing as changing norms. Individual change doesn't necessarily cause norm change.
  - Norms are held collectively. They are "social" and "interpersonal" in nature; attitudes are individual.
  - Changing norms requires diffusion of ideas to a critical mass of people- enough to shift both the reality and perception of what's normal in that community
  - It can be easier to create new, positive norms than to try to dismantle harmful norms.
  - Norms are upheld by both women and men (girls and boys), at every level of the ecological model.
3. The most common VAWG programmes work towards individual-level change, i.e. they work with specific groups of people over time and measure change amongst those same individuals. Individual-level programs can be effective in creating change amongst their participants. However, they do not necessarily achieve norm change. Wider diffusion of ideas is necessary to shift norms
  - Not every programme can or should be a norm change programme! Both types of programmes are important
  - It is important to understand the level of change that your program seeks to create, in order to design the most appropriate intervention and measure your impact.
4. Preventing VAWG requires comprehensive, gender transformative interventions. Elements of successful programs include:
  - a well conceptualised Theory of Change, informed by theoretical understanding, evidence, and your own experience.
  - based on a strong analysis of the root cause and drivers of VAWG and addresses norms, attitudes and beliefs that sustain violence
  - engages both women and men/ girls and boys (either together, where appropriate, separately or a combination of both)





- incorporates explicit mechanisms to diffuse new ideas and multiple, mutually reinforcing components
- include skills building elements and opportunities to practice them (i.e. building skills for non-violence, healthy relationships, etc.)
- uses well-designed, creative materials or structured tools to engage people

5. Evidence from different types of interventions shows that:

- A. **Community mobilization** interventions can help to achieve community-level impact (norm change), *when they include explicit mechanisms for widely diffusing ideas and are implemented well*. Evidence shows that the most performing Community mobilisation activities include the following characteristics:
- i. they engage all members of the community (men, women, boys and girls), including separately, with dedicated and tailored approaches for each group
  - ii. they focus on transforming social norms, attitudes and behaviors, by generating conversations and reflections on gender roles,
  - iii. they are organised regularly (periodicity depends on the context, but it is usually recommended to organise them at least 8 times in a year) and participants are expected to remain engaged throughout the programme
  - iv. they follow a Human Rights Framework (following principles of non-discrimination and particularly aimed at responding to the needs of all women and girls, including those facing intersecting forms of discrimination).
- B. Working with individuals and groups at **multiple levels of the Ecological model**, using different strategies is key to long-term prevention. This can be done within a single program, or by ensuring that multiple programs and movements are reaching different levels.
- C. **Relationship-level interventions**, that work intensively with couples, show promising results in preventing IPV. (e.g. Indashyikirwa program in Rwanda). Their effect is amplified when combined with other approaches.
- D. **Economic empowerment/strengthening programs** meant to prevent VAWG show the most promising results *when they are coupled with trainings/ workshops / reflection sessions related to power and gender* (e.g. IMAGE, Maisha).
- i. When women’s economic strengthening programs such as savings groups, micro-finance, business development do NOT have the additional gender-power component, they show only mixed results in reducing VAWG. *In fact, in some cases they may increase women’s immediate risk of IPV.*
  - ii. There is promising evidence that “social protection” programs offering cash transfers (conditional and unconditional) may help to reduce IPV. This is worth exploring further.





**E. Behavioral Change Campaigns** (also called Communication for Development, C4D) have proven successful in increasing knowledge of VAWG and influencing individual attitudes towards positive gender norms, *but less is known about their ability to reduce violent behaviour.*

- i. their impact is greatly multiplied when they complement existing community mobilisation activities.
- ii. Pre-testing materials to ensure they resonate with the community is critical.
- iii. Showing positive images and asking questions to provoke critical thinking rather than simply giving messages is generally more effective.

**F. Engaging Religious Leaders** can be effective when:

- i. activities are appropriate to the cultural and religious context without compromising human rights
- ii. work with religious leaders is linked to broader community mobilization efforts
- i. programs invest in working with leaders regularly to deepen their own understanding and commitment to balancing power and gender equality.
- ii. It strengthens skills for responding to VAWG and facilitating discussions with members of the faith community.

**G. School-based interventions** help to reach girls and boys and address the power dynamics that affect them.

- i. Whole-of-school interventions include all school personnel and related community members such as parents, neighbors, etc.
- ii. Incorporating gender/power content directly into existing curricula for existing subjects (e.g. maths, science, languages), rather than creating it as an “add-on”, makes it more likely that teachers will use it.
- iii. Curricula content may be complemented by things such as school codes of conduct, girls’ and boys’ clubs, and other special activities.
- iv. Girls’ self-defense classes and boys’ bystander intervention training, accompanied by gender transformative training sessions, have shown promising results in reducing sexual assault.

6. Evidence shows that the following strategies are NOT effective for preventing VAWG, **when implemented as stand-alone interventions** with the purpose of *prevention*:

a. Awareness-raising campaigns:

- They are generally not sufficient to permanently shift change attitudes or norms
- They *can* be useful as a platform for activism and within more robust programming.
- Require high levels of exposure and intensity to have impact

b. Training of professionals such as healthcare workers, police, etc.:



<ul style="list-style-type: none"> <li>● Training service providers is important for improving services and can contribute to a process of change, but it must be accompanied with other strategies in order to have a transformative impact for prevention.</li> </ul> <p>c. Perpetrator programs:</p> <ul style="list-style-type: none"> <li>● The overall premise of programmes for perpetrators is to develop interventions that can reduce the incidence of repeat cases of violence against women (or, ‘recidivism’) by the men involved in such interventions.</li> <li>● Programmes for men who have been perpetrators of intimate partner violence vary in content, scope, duration and extent. Evaluations have been limited, and their results mixed. There are a high drop-out rates in these programmes, particularly among men most likely to re-offend.</li> <li>● Some experts consider these programmes problematic because the additional resources allocated for them (such programmes can be costly) may come at the expense of services for survivors.</li> <li>● Given the limited knowledge-base to date and the fact that these programmes demonstrate only marginal success, specific precautions should be made when engaging in such programmes (which should be discussed with the Secretariat), and considerations about the safety of partners and children need to be at the forefront of interventions.</li> </ul> <p>d. Coordinated community response (US-based approach adapted)</p> <ul style="list-style-type: none"> <li>● most of the evidence from perpetrator programs comes from the US, so there is still a lot to learn.</li> <li>● Most also use similar methods- innovations might lead to different results</li> </ul> <p>e. Coordinated community response (US-based approach adapted)</p>
<p>7. It is generally most effective to focus on 1 or 2 types of VAWG in your intervention, before broadening out to other types, e.g. a program about sexual assault may not be effective at tackling forced marriage within the same intervention.</p> <ul style="list-style-type: none"> <li>● Identifying which type of VAWG you aim to address is critical.</li> <li>● Clearly examine how the root cause of VAWG drives this type of violence and the additional drivers and risk and protective factors that perpetuate it.</li> </ul>
<p>8. Change starts with ourselves. The most effective VAWG prevention programs work with their own staff and organization to examine and transform the way they use power in their own lives and organizations.</p>
<p>9. Specific interventions are needed to address violence against girls, including adolescent girls. (e.g. Power to Girls- Haiti) The impacts of programs to address violence against women do not necessarily trickle down to girls. It is important to note:</p> <ul style="list-style-type: none"> <li>● Girls face additional imbalances of power in addition to gender power imbalances, e.g. with parents and caregivers, and at school, with older men</li> </ul>

- Girls have specific needs, barriers and interests that affect their uptake of services and participation in programs
- Still few interventions exist that specifically work on preventing violence against girls.

10. Programs designed broadly for women or girls do not necessarily benefit all women or girls equally. *Leaving no one behind* requires analysis of the specific risk and protective factors, needs, motivators and barriers for women and girls who are most vulnerable, high-risk, and/or experiencing multiple forms of oppression and specific strategies for addressing their needs.

11. Using the framing of power, rather than gender, has been transformative in the effectiveness of VAWG prevention programs.

- Power often feels more relatable for community members, including men and women.
- Discussions about gender inequality and violence emerge naturally from analyzing who holds power and how it may be misused.
- This leads to deeper understanding and uptake of ideas. It also causes less backlash than imposing discussions on gender from the outset, which can feel stigmatizing.
- The term gender often gets diluted. It can be hard to translate and understand and is often used to mean anything related to both women and men.
- Power helps people to discuss the wider range of relationship needs and values beyond just gender roles.

12. Engaging both women and men is critical to long-term prevention of VAWG.

- This may include single-sex activities, mixed-sex activities, or a combination of both, according to what is most appropriate and effective in your context.
- It is not required to develop a separate “Engaging Men and Boys” strategy or program. Holistic programs develop appropriate strategies for engaging both sexes effectively.
  - Programs that focus specifically on men and boys can contribute to positive change but can also cause further harm. It is important to understand and address these risks if doing this kind of programming<sup>3</sup> :
  - There is little evidence that focusing exclusively on men and boys is effective in changing *norms and behaviors*

<sup>3</sup> Risks include: de-politicizing the work (not addressing gender-power imbalance as the root cause of VAWG), diverting funding and capacity from women-led movements and programs, further reducing space for women, etc., inadvertently reinforcing harmful power dynamics, remaining accountable to women, etc.

<https://cofemsocialchange.org/wp-content/uploads/2018/11/TS6-Men-as-allies-and-activists.pdf>



## B. Apply this to Programming (Sample Actions)

### Strengthening analysis of the root cause and drivers of VAWG amongst staff, including personal reflections on power.

- Develop or identify content to strengthen analysis of the root cause and drivers of VAWG
- Create processes that help staff to deepen their understanding and analysis of men's power over women as the root cause of VAWG (this can be through workshops, structured reflection sessions, discussions, exercises within meetings).

These exercises may also be done in the community

### Developing a Theory of Change and designing your program

- Engage in a process with your team, key advisors, and relevant community stakeholders to develop the theory of change for prevention.
  - Identify the type(s) of VAWG they aim to address
  - review the existing evidence, ideas and learning from your own context
  - discuss existing program models
  - Decide whether they will try to replicate an existing program approach or create a new approach, or some combination of the two, noting that both adaptation and development of something new require significant investment of time and resources.
  - Understand that developing a theory of change can take time and is an iterative process that doesn't typically conclude in just 1-2 days.
- Conduct surveys, desk reviews, formative research or similar exercises in order to analyse:
  - Risks and protective factors related to men and boys' use of VAWG (where possible)
  - The most common norms and stereotypes
  - Specific risks facing particular groups of women and girls.

### Community Mobilization and Activism

- Identify the different groups across the Ecological model that you intend to work. Remember, it is not possible to work with everyone.
  - At community and society levels, it is recommended that partners choose 1-2 institutions to focus on (e.g. religious leaders, healthcare workers, police, media, sports groups, employers, etc.)
- Explore strategies for engaging at each level that are relevant to each group
  - How will you support community members to take the lead?
  - What content do you need to develop? What can be borrowed and adapted from other interventions?
  - What will engagement and support look like?
- Identify the changes in skills and behaviors that you can work towards at each level.
- Discuss the difference between volunteerism and activism and the relationship between programming and activism. Consider strategies for supporting



<b>School-Based Interventions</b>
<ul style="list-style-type: none"> <li>● Review existing school-based interventions for preventing violence against girls and promoting gender equality (e.g. Power to Girls- Haiti, the Good School Toolkit- Uganda, It's All One Curriculum, No Means No Worldwide).</li> <li>● Develop strategy for whole-of-school intervention that promotes gender equality and respectful relationships. Such approach should be:               <ul style="list-style-type: none"> <li>○ involving all stakeholders in and around the school and link to other community activities and groups;</li> <li>○ child-centred, using a 'do no harm' approach: ensuring safe, secure and welcoming learning environments;</li> <li>○ developmentally appropriate (topics and issues in curricula are age- and developmentally-appropriate)</li> <li>○ gender transformative (content is based on strong analysis, uses gender-responsive, non-violent and non-discriminatory teaching strategies; builds knowledge and skills, shapes new attitudes)</li> </ul> </li> <li>● Develop content to include within existing curricula that promote gender equality, balancing power between girls and boys, build life skills, promote the right of girls and women, and include respectful relationships and peaceful resolution of conflicts (CSE).</li> <li>● Review existing materials for Comprehensive Sexuality Education (CSE) or develop new content as needed, ensuring that it is rights-based and age-appropriate. Promote the implementation of quality CSE</li> <li>● Establish girls' and boys' clubs that explore power and gender and create activities for their schools.</li> <li>● Support development of school codes of conduct, teacher trainings, and more</li> <li>● Sexual assault prevention activities such as self-defense, consent and bystander training.</li> </ul>
<b>Women and Girls' Empowerment Activities</b>
<ul style="list-style-type: none"> <li>● Expand women's and girls' access to all opportunities and services, especially for those facing intersecting forms of discrimination, contribute to breaking down gender stereotypes.</li> <li>● Women's groups and girls' clubs</li> <li>● Self-defense training accompanied by norm change work</li> </ul>
<b>Parenting Programs</b>
<ul style="list-style-type: none"> <li>● Identify and engage with actors who work on early childhood development and parenting programs</li> <li>● Support approaches that change gender socialization patterns and reduce risk factors of violence.</li> <li>● Support programme that encourage parents to spend "positive time" with children</li> </ul>
<b>Work with Couples</b>



- Support intensive training programmes with couples over time to transform the imbalance of power and build healthy relationships (e.g. Indashyikirwa- CARE Rwanda)
- Support programmes that combine media campaigns such as ongoing soap opera, with couples-based curricula or discussion groups (e.g. Change Starts at Home- Equal Access in Nepal)

#### **Advocacy Campaigns and Coordination**

- Support the establishment/strengthening of multisectoral structures on prevention, including appropriate resources, monitoring mechanisms and coordination mechanisms
- Coordinate with Spotlight partners to Identify priority advocacy asks and talking points. Partner with the local and national level organizations to put forward new positive norms in media, sports, public life, etc.

## For Further Exploration and Consideration

- *Leaving no one behind requires analysis of the specific risk and protective factors, needs, motivators and barriers for women and girls experiencing multiple forms of oppression.*
- *Designing a Theory of Change and a new program for prevention is a significant effort in and of itself.* It takes a significant investment in time, human resource, thought.
- *Understanding what it takes to adapt, “borrow from” or scale up evidence-based interventions is essential to program design.* Adaptation and scale up are specific skills that require careful analysis and effort. It can be challenging to borrow from an approach without clarity on what “borrowing” means. Invest the time and thought that is needed to determine results will not necessarily be replicated and programs could cause more harm.
- *Developing methods for diffusing ideas in the community is often overlooked and yet critical for norm change.* Limited models exist for diffusing ideas in order to foster norm change; many programs get stuck in training, curricula or discussion groups only. It is important to learn from existing models (including SASA! and Tostan’s approach) that work towards community-level change and develop a clear strategy if your work aims to create norm change.
- *Moving beyond messaging to provoking critical thinking:* Change comes when people are provoked to think and feel for themselves. Messaging to people is not as effective as asking questions that foster critical thinking.

## Tools and Resources:

- o Effectiveness of interventions to prevent violence against women and girls: A Summary of the Evidence. What Works.  
<https://www.whatworks.co.za/documents/publications/4-effectiveness-of-interventions-to-prevent-violence-against-women-and-girls/file> (2017).
- o What Works Evidence Review: Social norms and violence against women and girls. What Works.  
<https://www.whatworks.co.za/documents/publications/165-social-norms-evidence-brief-website/file> (2017).
- o What Works Evidence Brief: Violence Against Women and Girls and Education. What Works.  
<https://www.whatworks.co.za/documents/publications/292-vawg-and-edprint25-03/file> (2019).







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against women and girls*

- o 10 Essentials for Prevention of Violence Against Women, UN Women  
<http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2016/essentials-for-preventing-vaw-en.pdf?la=en&vs=1721> (2016)
- o [A framework to underpin action to prevent violence against women](#), United Nations, 2015
- o [Prevention of VAWG: what does the evidence say?](#) The Lancet, 2014
- o [Report of the expert group meeting on prevention of violence against women and girls](#), Commission on the Status of Women, 57, UN Women 2013.
- o [International technical guidance on sexuality education](#), UNESCO, UNAIDS, UNFPA, UNICEF, UN Women, WHO, 2018
- o [Emerging Evidence, Lessons and Practice in Comprehensive Sexuality Education](#), a global review, UNESCO, 2015
- o [Why do men use violence against women and how can we prevent it?](#) Partners for Prevention Study, 2013
- o [The COFEM Feminist Pocketbook, Tipsheet 6 \(Men as Activists and Allies\)](#)
- o [Adolescent Boys and Young Men](#): Engaging them as supporters of gender equality and health and understanding their vulnerabilities, UNFPA, 2017:
- o [The Prevention Collaborative](#).

#### **Promising Methodologies/Approaches**

- o [It's All One Curriculum](#): Guidelines and Activities for a Unified Approach to Sexuality, Gender, HIV, and Human Rights Education, Population Council, 2009
- o [SASA!](#)
- o [Power to Girls](#)
- o [Indashyikirwa](#)
- o [Change Starts at Home](#)





## Pillar 4 (Quality Essential Services)

### What?

Providing quality and timely access to comprehensive multi-sectoral services, such as immediate and long-term health care including psychological support, police and justice responses, and safe accommodation, are essential to mitigating the consequences of violence as well as breaking recurrent cycles of violence, which women and girls face. This Pillar focuses on strengthening the capacity of service providers and to making essential services available and accessible, acceptable and of quality standards, as well as to prosecuting perpetrators in line with international human rights standards and guidelines.

### Why?

- Despite extensive commitment by governments, women's and civil society organizations and other relevant stakeholders, many women and girls subjected to violence still lack access to coordinated, quality essential services for their safety, health and access to justice.
- Even where basic support services exist, they are typically underfunded, understaffed, and not of sufficient quality. The availability, and access to such services can be insufficient, uncoordinated or limited in scope or coverage.
  - These services are even more inaccessible for women and girls who suffer intersecting and multiple forms of discrimination, such as migrant and younger women, women with disabilities, or women living with HIV and AIDS, or those living in remote or rural areas.
  - Additional obstacles preventing women and girls from accessing quality, culturally-sensitive and age-appropriate sectoral services include a lack of knowledge on the part of women and girls regarding available services, survivors' fear of reporting due to the stigma of victimization, as well as the cost of services.
- Most national studies on the extent of violence against women and girls indicate that the majority of women do not report their experiences to formal services. According to a 2015 report published by UNDESA<sup>3</sup>, in most of the countries with available data, only 40 per cent of women seek help of any sort. Less than 10 per cent of those women seeking help after experiencing violence, turn to the police.
- Both the Beijing Declaration and Platform for Action and the agreed conclusions of the 57<sup>th</sup> session of the Commission on the Status of Women recommend that States provide quality, accessible and coordinated multi- sectoral services for VAWG survivors, according to their needs.



## How?

### A. Understand the Latest Evidence and Thinking

1. Access to survivor-centered, quality essential services- including medical care, psychosocial support, access to justice, and measures for safety and security- is critical not only to the health and safety of the survivor, but to preventing recurring cycles of violence.
  - Ethical and safety guidelines prioritize the confidentiality, respect and safety and security of survivors and should be maintained at all times.
2. A survivor-centred approach means that all those who are engaged in violence against women programming prioritize the rights, needs, and wishes of the survivor. It is a human-rights based approach. The survivor has the right to:
  - be treated with dignity and respect instead of being exposed to victim-blaming attitudes.
  - choose the course of action in dealing with the violence instead of feeling powerless.
  - privacy and confidentiality instead of exposure.
  - non-discrimination instead of discrimination based on gender, age, race/ ethnicity, ability, sexual orientation, HIV status or any other characteristic.
  - receive comprehensive information to help her make her own decision instead of being told what to do.
3. In order to support the implementation of coordinated, multi-sectoral services and ensure high quality service delivery, certain foundational elements or ‘enabling factors’ need to be in place first. These include:
  - Comprehensive legislation and legal frameworks
  - Gender and age-responsive policies and practices
  - Sufficient resources and financing
  - Training and capacity-development
  - Governance, oversight and accountability
  - Monitoring and evaluation
4. One-stop centers have shown to be a promising practice in a range of settings, where feasible. One-stop centers provide one safe space where survivors can access medical care, psychosocial support, link to legal assistance, and recovery services. They are run according to survivor-centered principles, ensuring confidentiality, respect and safety and security.
 

Please note however that there is limited evidence about the effectiveness of these approaches in developing countries, particularly in areas that are not densely populated. This does not mean they don’t work, but rather that there are flaws in tracking correlations with recurrence of victimization and perpetration.
5. The following guidance is recommended for particular services:
  - One shelter for every 10,000 inhabitants that provides safe emergency accommodation, qualified counselling and other assistance
  - One rape crisis centre for every 200,000 women
  - One women’s advocacy and counselling centre for every 50,000 women that offers



crisis intervention for survivors/victims
<p>6. Specific protocols exist for caring for child survivors that differ from services for adult women. It is important to develop clear guidance on working with girls and children who are survivors of sexual assault.</p> <ul style="list-style-type: none"> <li>• It is also essential to understand the specific needs and desires of adolescent girls who continually fall through the cracks in accessing services.</li> </ul>
<p>7. There is often a lack of analysis about the specific barriers to access and specific needs of women and girls who are experiencing intersecting types of oppression. In order to reach them and address their needs, there is need for thoughtful engagement with those groups, and critical listening to what they have to say.</p>
<p>8. Including the experience, voices and input of survivors of violence systematically into work on services to change policies and/or practices is important to making sure that their experiences shape the work. Programs should be careful, however, not to single out or inadvertently stigmatize survivors, and should follow ethical guidelines in collecting information or insights from them.</p>

## B. Apply this to Programming (Sample Actions)

### **Adapt global standards and guidance for essential services at the country/local level and integrate in service delivery**

- Ensure laws and policies are guided by the principles of a human rights- based and survivor-centred approach and ensure offender accountability;
- Incorporate a statutory obligation on service-providing institutions to provide coordinated and integrated services and provide clear mandates for these institutions;
- Develop and/or adapt national plans and policies on ending VAWG or relevant sector specific plans across countries that include the implementation of the guidance and tools for the provision of essential services;
- Develop and/or adapt national guidance and tools on the provision of quality services, including coordination and accountability mechanisms, in accordance with global standards and guidance, e.g., *The UN Essential Services Package for Women and Girls Subject to Violence: Core Elements and Quality Guidelines*
- Ensure VAWG services are integrated within sexual and reproductive health services
- Ensure that the Essential Services Package is implemented taking into account the needs and rights of marginalized women and girls, adapting services as needed, particularly for women and girls with disabilities, indigenous women and girls, migrant women and girls, women and girls living with HIV, women and girls, including adolescent girls, living in poverty

### **Provide coordinated, multi- sectoral and quality essential services for VAWG survivors in line**



**with quality standards and tools in selected countries**

- Undertake quality assessment(s) of essential services in countries;
  - Consulting with a wide range of stakeholders;
  - Determining whether enabling factors are in place;
  - Analyse and identify gaps and determine the need for new, additional and improved services;
  - Determine required and available resources.
- Establish structures for local and national coordination and governance of coordination, and establish standards regarding coordinated responses, accountability, recording and reporting of data, monitoring and evaluation, risk management and sharing good practices/lessons learned;
- Make available nationally adapted, translated guidance and tools on essential services, ensuring that, for example, sexual and reproductive health services, education and information are accessible to all women and girls, and tools and methods of detecting and responding to violence are integrated
- Increase availability of justice service providers, through the establishment of mobile courts, specialized police units and prosecution teams adequately trained and resourced.

**Strengthen capacity of service providers**

Develop and/ or strengthen capacity of service providers (e.g., health-care professionals, including those providing sexual and reproductive health services, to detect/assess, treat, and refer women and girls who are facing violence, as well as justice service providers and social workers) in countries to respond to survivors of VAWG, in accordance with global guidance and tools;

Set standards in training of service providers, based on good practices in each sector and on coordination, including partnering with women’s organizations and inter-agency training.

Sensitize service providers to the different needs and issues of women and girls facing intersecting forms of discrimination. Support the establishment of specific training and protocols for the groups facing intersecting forms of discrimination.

**Advocate for increased access to quality, coordinated, multi-sectoral essential services**

Sensitize service providers to the different needs and issues of women and girls facing intersecting Promote awareness-raising among Governments/NGOs, including women’s organizations, service providers and other stakeholders at the global, regional and country levels of and support for the availability of global and nationally adapted guidance and tools for essential services;

Advocate for expanded access to services and working with multiple partners at global, regional and national levels;



Create or adapt a knowledge platform for tools and resources developed on essential services to assist practitioners in the provision of quality essential services for survivors of violence;

Facilitate North-South and South-South cross-fertilization of innovation, practice and learning.

**Develop and cost an implementation plan for services**

- Clearly identify tasks, time frame, roles and responsibilities;
- Prioritize service delivery based on evidence of community need;
- Identify required infrastructure and human resources, including necessary training for service providers and how to secure and/or train providers;
- Identify funding requirements and funding sources;
- Raise public awareness of availability of Essential Services and how to access them

**Monitor and evaluate implementation of service provision and adapt an implementation plan**

- Setting realistic short, medium and long-term goals;
- Identify oversight mechanisms;
- Use qualitative and quantitative indicators of effectiveness;
- Incorporate data into measurement systems;
- Adopt a system for measuring achievement of goals, outcomes and outputs;
- Arrange for monitoring by an independent body and/or civil society;
- Monitor outcomes of services which are provided and those services which are not provided;
- Analyse and disseminate monitoring data – make data and analysis publicly available
- Use monitoring and evaluation results to identify recommendations for improvement, ensuring that recommendations by survivors and/or advocates groups are taken into consideration;
- Conduct ongoing training for service providers on new developments and good practices in service delivery.

## For Further Exploration and Consideration

- *In-depth analysis of barriers to access and deeper look at how to address them for all women and girls, as well as the most marginalized.* This is critical to increasing demand and access for those who are most marginalized. It can draw on some of the deeper issues that we know affect access to services such as how gender-power dynamics play out in the home, differences between girls and women, married and unmarried, different groups. It is critical to listen to women and girls themselves.
- *Monitoring quality of service provision (see Pillar 5 as well).* Capacity and tools to monitor quality of services is a real gap in the field. There are few examples of how to do this well. Programs are recommended to work with specialist to develop ideas for monitoring the quality and impact of service provision



- *Improving quality of services beyond pre-service and in-service training.* What else is really needed in order to improve services? What kind of mentoring? What kind of additional effort? Taking a closer look at this would help to move this pillar forward.
- *Specific attention to adolescent girls.* Despite years of effort, they still fall through the cracks. It's important to engage them separately to understand their needs and learn what they want.
- *What's new in the field?* It's important to pay attention to what groups have we've learned about what hasn't worked in the past, that may or may not have been considered best practice, and/or what shows promise?

### Tools and Resources:

- o The [Essential Services Package](#). UN Women, WHO, UNFPA, UNDP, and UNODC, 2015.
- o [10 Essentials for Services Provision to Survivors of Violence Against Women](#). UN Women, 2016.
- o Essential Services [E-Learning Course](#). UNW Training Centre, UNFPA, WHO, UNDP and UNODC.
- o [Inter-agency Gender-Based Violence Case Management Guidelines](#), 2017
- o [Caring for Child Survivors of Sexual Abuse](#), 2012.
- o [The Implementation Guide Module 6](#)
- o [Strengthening health systems to respond to women subjected to IPV or sexual violence](#) and the [Clinical Handbook](#), WHO, 2017 and 2014.
- o [Ending Violence Against Women International](#) provides resources on essential services such as [Forensic Compliance](#), [Forensic Evidence](#), [Medical/Forensic Exams](#), and more.
- o [Assessment of Pilot Countries' Implementation of the UN Joint Programme on Essential Services Guidance for Women and Girls Subject to Violence](#). Global Rights for Women, 2017-2018.
- o [Monitoring of court proceedings in cases of domestic violence, sexual violence and trafficking in human beings report](#). Global Rights for Women and Centrul De Drept Al Femeilor, 2018.
- o [Latin American Model Protocol for the investigation of gender-related killings of women \(femicide\)](#). UN Women, UNiTE to End Violence Against Women, and OHCHR Central America Regional Office.
- o [Resource book for trainers on effective prosecution responses to violence against women and girls](#). UNODC, 2017.



## Pillar 5 (Data Management)

### What?

In order to develop effective legislation, policies and programmes to prevent and respond to VAWG, it is important to understand the extent, nature, causes and consequences of the problem and how it affects all women, particularly those facing intersecting forms of violence and discrimination. This requires the use of data collection methodologies, as well as data analysis and reporting mechanisms that are aligned with globally agreed methodological and ethical standards. Under this initiative, this pillar will focus on the collection, analysis and dissemination of data on VAWG through surveys (used for prevalence data) as well as through administrative data systems (to measure incidence of VAWG).

### Why?

- Although the availability of national data on VAWG and HPs prevalence is increasing, many countries still lack high quality, reliable data, and data across countries cannot always be compared, as different approaches, methodologies and/or definitions are often used, compromising the production of regional and global figures.
- Such data supports improved decision-making on laws, policies and programs, and helps to monitor the large-scale impact of these initiatives on women and girls and the violence they experience.
- Gathering data is sensitive and complex and although reliable, ethically-sound methodologies have been developed to do so, there is limited technical capacity to collect, analyze, use and disseminate VAWG and HPs prevalence data. Gathering these data also requires considerable financial and human investments.
- The majority of VAWG prevalence data is limited to age 15 and above. This data gap inhibits a life- course approach to prevention and response, as well as understanding the specific experiences of girls and adolescent girls.
- Measuring prevalence and incidence of VAWG and HPs requires different data collection methods. Surveys are used for prevalence data (i.e. proportion of women exposed to violence, during a specified period) while administrative data (e.g. from service providers) can be used to measure incidence data (i.e. the number of incidents or events during a specific period).





## How?

### A. Understand the Latest Evidence and Thinking

1. Ethical guidelines for data collection, sharing and reporting must guide any VAW data collection process. Failure to adhere to ethical and safety standards can compromise the quality of the data and put respondents and interviewers at risk. Women's safety should be prioritized, including:
  - De-identifying to protect women's private information
  - Securing data storage
  - Data-sharing protocols that detail what data can be shared and with which institutions, as well as how it should be shared.
  - Training on ethical principles for all of those involved at every stage of data collection, processing and dissemination.
2. Feminist gender-based violence (GBV) research approaches are action-oriented and focus on the individual, social, systemic and institutional changes necessary to achieve gender equality. Feminist research has the following characteristics:
  - privileges the experiences and perspectives of women and girls
  - challenges existing inequalities through the research process itself, including the analysis, and application of research findings towards transformative approaches to preventing and responding to GBV.
  - recognizes the expertise and knowledge of service providers and activists and works alongside them to generate analysis and understanding.
  - is attuned to the power imbalances involved in the research (e.g. between the researcher and the population, within the research team, etc) and takes steps to address them.
  - recognizes how gender inequality intersects with other social inequalities
  - appreciates women as experts and co-producers of knowledge rather than simply as individuals from whom data is extracted
3. It is essential to make sure that the research and data being collected will not only benefit the research team but will also benefit the people or communities who are involved in the research.
  - Research results should be made available in ways that are accessible to those who participated in the research and whose interests the research is meant to serve.
  - This may involve developing specific information products or conducting feedback sessions for community members.





4. Meaningful research can use a variety of innovative methods and measurement tools. Understanding the range of options will help you to design research and data collection that will be most valuable and appropriate within your context (See list of examples in footnote)<sup>4</sup>
  - It is important to use the same methodology for data collection on VAWG studies done over time in a country. This ensures that data can be compared over time and changes can be accurately analyzed.
  - Using the same methodology across countries makes it possible to compare similarities and differences across countries and regions. This can lead to a better understanding of which interventions work in a given context.
5. Prioritizing quantitative data over qualitative and practice-based evidence can contribute to marginalising women’s voices and replicating patriarchal discourses about violence against women and girls. Quantitative and qualitative data are not mutually exclusive- they have important areas of overlap and each be done using a feminist-inspired approach.
  - Many of the current quantitative research methods do not reflect feminist research approaches and values, and quantitative surveys may not allow for understanding violence experienced by all groups of women, especially those most marginalized.
  - Feminist-informed qualitative or narrative-based research has been useful in evaluating social change efforts around VAWG.
  - It’s important to recognize that personal experiences can be used to create scientifically sound knowledge.
6. Partnering with local women’s organisations and involving women’s rights activists directly from the start helps to ensure that the voices of local women are represented in the research process. The research team will benefit from their understanding of power, gender and VAWG in the local context.
7. Prevalence data and incidence data are two distinct types of data that use different data collection methods.
  - Prevalence refers to the proportion of women exposed to violence, during a specified period; it is most commonly measured through surveys. Incidence data refers to the number of incidents or events during a specific period. Incidence data can be measured using administrative data systems, i.e. from service providers.
  - Finding ways to measure prevalence of VAWG remains a long-term objective; current methodologies have not advanced enough to capture all forms of violence.

<sup>4</sup> Examples of research methods include: Action/participatory research, Comparative case studies, Content analysis, Ethnography, Experiential, Experimental, Focus group discussions, Geographic information systems (GIS), Institutional ethnography, Meta-analysis, Multisite research, Needs assessments, Oral history/life history, Participant observation, Surveys, Service-Based Data, Situational Analyses, Evidence-based research, Human Rights Monitoring



8. VAW is a sensitive issue, making data collection on VAW prevalence a complex task. It is not expected that women will spontaneously disclose violence. It is essential that all staff who are involved with a study- including interviewers, analysts, supervisors, etc.- are well trained not only in the research methods, but in core concepts of VAWG, ethical considerations, communication skills, responding to disclosures of violence, creating a safe space etc.
9. Country programmes should agree upon the minimum data to be collected as part of the Spotlight Initiative, as well as the categories for disaggregation.
10. National frameworks from National Statistics Offices (NSOs) or from National Action Plans on EVAW can be used as an instrument for VAW data management. National frameworks should delineate what type of data is important for what purposes, as well as designate a coordinating entity to manage, guide and oversee VAW administrative data.

## B. Apply this to Programming (Sample Actions)

### **Capacity strengthening of key partners (National Statistical Offices, service providers, women's rights organizations, academia) to collect data on VAWG using a rights-based/feminist approach**

- Partner with local women's organizations and civil society groups
- Review and discuss strategies for ensuring that both the research and study population can benefit from the learning.
- Conduct trainings/ workshops that include key elements of feminist, rights-based research and ethical considerations
- Collaborate with local research teams and promote the leadership of female researchers.

### **Researching, analyzing and using quality comparable data on VAWG and HPs to inform decision making and program design**

- Learn about the purpose and principles of feminist research and embed them within VAWG-related research.
- Agree upon research priorities for the Spotlight Initiative, as well as within different sectors.
- Partner with local organizations to review various methods and agree upon strategy that would be most relevant and effective. Distinguish between research needs and administrative data needs.
- Use existing standardized methods where they exist, e.g. GBVIMS. or develop clear, systematic processes for collecting and analyzing relevant data within each sector. This may include the following:
  - minimum set of data to be gathered by each sectors' agencies;
  - coding systems for data



<ul style="list-style-type: none"> <li>o standardised data collection and analysis methods</li> <li>o frequency of data collection and updating as well as reporting</li> <li>o uses and dissemination plan of the data</li> <li>o confidentiality provisions.</li> <li>● Conduct feedback and review sessions to share data and data analysis and discuss implications.</li> <li>● Prioritize and set up data security measures.</li> </ul>
<p><b>Sharing results with those who participated in the research and whose interests the research serves to discuss implications and ideas</b></p>
<ul style="list-style-type: none"> <li>● Identify key learning and points of analysis with partners.</li> <li>● Develop simple, creative, and effective ways of sharing these results with the populations you are working with. Determine the frequency of sharing according to the type of research/data to be shared.</li> </ul>

## For Further Exploration and Consideration

- *Program monitoring tools and data for monitoring impact and quality.* While tools for collecting administrative data within certain sectors are becoming more common, there are still limited tools for measuring quality and impact of VAWG programs, especially VAWG. In addition, many groups collect substantial data within their programs but do not analyze it or use it to inform programming. This is an important area for growth and innovation in the field.
- *Data security.* Keeping data secure and confidential is essential. As country programmes explore existing methods Particularly as CPs mention explicitly embracing technology, moving towards web-based platforms, etc. there is no mention of the risks that this poses, the advancements being made around digital security, and the importance of this.

## Tools and Resources:

- o [Feminist approaches to building knowledge and evidence on GBV.](#) COFEM, Gender Equality Institute, 2018.
- o [Violence Against Women & Girls Resource Guide.](#) The World Bank, The Global Women’s Institute, Inter-American Development Bank, International Center for Research on Women, 2018.
- o GBVIMS, 2010.
- o [Gender Equality Institute/COFEM, https://cofemsocialchange.org/wp-content/uploads/2018/11/TS5-Feminist-approaches-to-building-knowledge-and-evidence-on-GBV.pdf](https://cofemsocialchange.org/wp-content/uploads/2018/11/TS5-Feminist-approaches-to-building-knowledge-and-evidence-on-GBV.pdf)
- o [Coalition of Feminists for Social Change \(COFEM\), Feminist approaches to building knowledge and evidence on GBV, Feminist Pocketbook Tip Sheet 5, 2018. https://cofemsocialchange.org/wp-content/uploads/2018/11/TS5-Feminist-approaches-to-building-knowledge-and-evidence-on-GBV.pdf](https://cofemsocialchange.org/wp-content/uploads/2018/11/TS5-Feminist-approaches-to-building-knowledge-and-evidence-on-GBV.pdf)
- o [GBVIMS, http://www.gbvims.com/wp/wp-content/uploads/Sources-of-GBV-Data-deleted-6fa788bb7853bc3b5763a181303e9cba.pdf](http://www.gbvims.com/wp/wp-content/uploads/Sources-of-GBV-Data-deleted-6fa788bb7853bc3b5763a181303e9cba.pdf)
- o ICRW, <https://www.icrw.org/research-analysis/>



## Pillar 6 (Women’s Movement and CSOs)

### What?

- The elimination of VAWG cannot be achieved without strong and empowered civil society and autonomous women’s movements. Under this Pillar, the Spotlight Initiative focuses on drawing upon and strengthening the knowledge, expertise and capacities of progressive CSOs, expanding and protecting spaces that are free and conducive to their work and establishing multi-stakeholder partnerships and networks at community, local, national, regional and global levels.
- It also emphasizes full participation of a broad and diverse range of civil society actors, in particular grassroots and local organisations and activists, feminist advocates and activists, in information and knowledge sharing, joint advocacy and capacity building efforts.
- A fundamental goal of the Spotlight Initiative and the work under Pillar 6 is to shift the balance of power from international CSOs/non-governmental organisations (NGO) to national and, in particular, local and grassroots organisations. The provision of core support (under Output 6.3) to strengthen national and, in particular, local and grassroots CSOs’ institutional and organizational capacities is high priority of work under Pillar 6. Similarly, localising aid is a key objective of Spotlight and transferring resources directly to national and, in particular, local and grassroots organisations, should be a high priority of all Spotlight programmes.
- It is critical also under this Pillar to partner with and support important actors and activists who are defining new and dynamic ways of organizing and who may not be employed by a CSO/NGO, but rather be part of and contributing to a broader women’s movement or civil society alliance.
- At the heart of this Pillar’s work is the need to recognise and sustain civil society’s leadership, engage them in decision-making and support their accountability efforts. In adherence to the principle of *leaving no one behind*, women and girls from historically marginalized groups facing multiple and interesting forms of discrimination,<sup>5</sup> must be the focus of the Initiative’s movement building efforts and intersections must be made with different movements, such as climate change, labour, indigenous rights, etc.
- All efforts must therefore be made to ensure that ALL stakeholders (including and especially those that are most vulnerable such as women and girls facing multiple and intersecting forms of discrimination) have genuine ownership and control over development processes at all levels, community, local, national, regional and global, and in all phases of the programming cycle: assessment, analysis, planning, implementation, monitoring and evaluation.

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<sup>5</sup> Such as women and girls living in poverty, rural women and girls, women and girls living and working at grassroots and community levels, older women, women and girls with disabilities, women and girls living with HIV, LGBTI persons, indigenous women and girls, women and girls from ethnic minorities, migrant women and girls, sex workers and other groups relevant in national contexts



## Why?

- Progressive CSOs, women’s rights organizations, feminist advocates and activists, human rights defenders and women’s movements, have played a crucial role in embedding the issue of VAWG into national and international agendas as well as advancing progress on this pernicious issue. Evidence demonstrates that the autonomous mobilization of feminists in domestic and transnational contexts is the critical factor accounting for policy change on ending VAW, and that the impact of global norms on domestic policymaking is conditional on the presence of feminist movements in countries, pointing to the fundamental importance of activism and a vibrant civil society (refer to Htun and Wheldon below).
- Progressive CSOs, women’s rights organizations, feminist advocates and activists, human rights defenders and women’s movements are instrumental in driving change at all levels of society. They have the experience, leadership, credibility and capacities to transform social practice, drive policy change, demand reforms, hold duty bearers accountable and change public opinion.
- They represent and can articulate the lived social realities of all groups of women, including youth, marginalized groups and/or groups facing multiple and intersecting forms of discrimination/marginalization. Their engagement and contributions help to guarantee that interventions respond to the needs of these groups.
- Participation and inclusion, universality and inalienability, accountability, and equality and non-discrimination are key human rights principles embedded in the 2030 Agenda and, therefore, in Spotlight as an SDG model fund
- The SDGs cannot be achieved with a *business as usual* approach on the part of the UN – new relationships must be forged with a diverse range of civil society stakeholders that truly embody the spirit of the UN reforms and the aforementioned human rights principles. Building national ownership and *leaving no one behind* are, therefore, key goals of the Initiative. This call is also reiterated in the UN reforms and the call for the UN to “draw on its unique convening power to help countries to broker the diverse partnerships needed at the global, regional and country levels...to find innovative solutions that can be taken to the required scale”.
- In a world where civil society’s space for meaningful engagement and decision-making is constantly under threat, the UN has a key convening role to play between civil society and all other stakeholders and to ensure an enabling environment in which human rights are upheld and sustainable and transformative results are achieved
- Civil society is not a monolith and there are inherent and longstanding power imbalances that exist in this space, most notably between international and national CSOs/NGOs and, in turn, between national and local, grassroots CSOs/NGOs. This must be redressed in line with the aforementioned human rights and SDG principles, all with a view to challenging and transforming power relationships both within and beyond civil society, in families, communities, nationally, regionally and globally, as well as within the UN, and effecting structural change.
- The changing nature of women’s rights activism and movement building in a globalized and



technologically advanced world must be recognized in the work under this Pillar, so that the Initiative is responding to and supporting these new ways and means of organizing and the actors who are at the cutting edge who are often unattached to formal CSOs/NGOs

## How?

### A. Understand the Latest Evidence and Thinking

1. Groups representing the most **marginalized** are often overlooked, excluded, or discriminated against. Ensuring inclusion and diversity requires examining existing partnerships, identifying who is left out and developing clear and deliberate strategies for reaching, listening to and collaborating with the full spectrum of actors, especially those historically excluded.
2. Civil society programming is not the same thing as movement-building, and strong organizations don't necessarily mean strong movements (and vice-versa). It is important to understand the elements that contribute to **strong social movements** and strong programmes, how they connect, and what the progress and gaps have been within your context.

Changes in institutions, social attitudes, policies and decision-making, as well as in peoples' everyday lives, especially for women, is made possible through the sustained demands and organized action of movements.

3. Local activists and grassroots organizations of diverse constituencies play a central role in organizing and galvanizing networks of allies. Localising aid to CSOs, national and, especially, local and grassroots organisations, is a crucial element of strengthening national systems and contributing to the sustainability of interventions
4. Operating within a **feminist framework** means that an organization or movement is committed to gender equality and is against all forms of oppression, even when the main focus of their work is not explicitly "gender," e.g. health, education or promoting the rights of other groups such as indigenous populations, persons living with disabilities, migrant populations, etc.
  - This means all types of individuals and groups can be feminist and/or part of the feminist movement
  - Many groups may uphold feminist values, even when they don't self-identify or label themselves as feminist
  - Solidarity between organizations and movements is essential to preventing and, ultimately, ending VAWG
5. Building movements for social change requires **leaders** who are purpose-centered, adaptive, and able to hold complexity across systems
6. Ongoing **policy dialogue** is essential for developing trust and knowledge on VAWG and GEWE. CSO coalitions and country platforms are ideally suited to facilitate government engagement with a diverse and broad range of progressive CSOs with





<p>expertise on ending VAWG that might not be easily accessible to government otherwise.</p>
<p>7. Clearly articulating principles and policies of <b>partnership</b> with women's rights groups, progressive CSOs and social justice movements, helps programmes to guarantee the fair and equitable participation of all these and other relevant partners. These programmes also need to be adequately resourced.</p>
<p>8. CSOs have a variety of relationships with local and national governments, ranging from overt or hidden tensions to healthy cooperation and collaboration. These relationships are <b>context-specific</b>, a function of many social, political and historical factors. A proper assessment based on consultations with actors on the ground is crucial to designing appropriate interventions.</p>
<p>9. Strategies developed with a nuanced understanding of the multiple dimensions of <b>power</b> are likely to be more relevant and effective in their context</p>
<p>10. <b>Community and relationship-building</b> are important elements of movement-building. They help people to show up as their full selves, build authentic relationships, take risks for the greater goal, and hold themselves and each other accountable.</p>
<p>11. There is some inherent contradiction in the practice of funding “social transformation.” It is important to understand the implications that <b>formal funding mechanisms</b> and partnerships have on movements, civil society and social change, particularly within the context of repressive governments and restricted rights.</p>
<p>12. <b>Women’s human rights defenders</b>, activists, and practitioners are often at heightened risk of violence, repression or harm. It is critical to recognize the risks they face and work to protect them.</p>
<p>13. The importance of providing core support (ideally flexible and multi-year) to civil society rather than project support is key to ensure strong, sustainable results that yield impact beyond the lifespan of the programme. Core funding enables CSOs to be flexible and respond to changing circumstances and context, in addition to being an investment in organizational strengthening and learning, which ultimately enhances impact.</p>
<p>14. Women’s funds are key actors in the fight for women’s rights and gender equality, dedicated to championing and achieving social justice and change. They are especially important at a time when civil society actors are being forced to operate in increasingly restrictive environments that require new strategies and ways of organising. Women’s funds are part of the women’s movement and have decades of expertise in and an explicit focus on women’s movement building</p> <p>Women’s funds have decades of expertise and experience reaching the most marginalized historically excluded populations, women human rights defenders and community-based local and grassroots organisations. Women’s funds are also key incubators of innovation and can provide the means for the Initiative to support creative organisations on the cutting-edge of advancing progress to end violence against women and girls.</p>



## B. Apply this to Programming

### **Strengthening multi-stakeholder dialogue, partnerships and advocacy and civil society ownership and leadership of development processes**

- Civil society is not a monolith and there are inherent and longstanding power imbalances that exist in this space, most notably between international and national CSOs/NGOs and, in turn, between national
- Guided by the principle of *leaving no one behind*, analyse the current systems for developing, implementing and monitoring legislation, policies, plans and programmes on VAWG and GEWE
- Work with a wide range of civil society partners including feminist advocates and activists and women human rights defenders and those who have been historically excluded from efforts to end VAWG (including, community-based organizations, local and grassroots organisations, women and girls facing multiple and intersecting forms of discrimination, etc.) to identify the barriers to their access and their participation in programme development and implementation processes
- Strategize on how to strengthen the meaningful participation of civil society, particularly those representing the most marginalized and historically excluded groups
- One strategy is to ensure that the programme’s engagement of civil society partners goes beyond the “usual suspects” and brings in new partners, national and, especially, from the local and grassroots level, and those belonging to marginalized and historically excluded groups. The ability of Spotlight programmes to bring in new partners, especially those from marginalized and historically excluded groups, including as implementing partners, will be a key determinant of the success of the Spotlight Initiative. This will be tracked and publicly reported at periodic intervals over the course of the Initiative.
- A second strategy must be to ensure additional investments of resources by Spotlight programmes to foreground the principle of *leaving no one behind*. These additional resources could be used, for example, to ensure the availability of sign language (if needed) at key meetings or to support the travel costs of civil society partners who are located away from main cities. Attention should also be paid to







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ensuring that building facilities where key meetings are held are accessible to women and girls with disabilities.

- A third strategy is to facilitate multi-stakeholder dialogues/ consultations/workshops, etc., making sure to include adequate representation (above 30%) from the aforementioned groups, including those most marginalized and historically excluded, to advance progress on prevention and response to VAWG and GEWE
- A fourth strategy is to trust feminist advocates and activists, women human rights defenders, representatives of national and, in particular, local and grassroots organisations and other marginalised and historically excluded groups of women and girls as experts of their own reality and leaders in the work to end VAWG and amplify their voices and influence by supporting their participation in national, regional and global joint advocacy, knowledge sharing and networking events and fora
- Support progressive CSOs as rights holders to identify and effectively use social accountability mechanisms for advocacy and holding duty bearers to account
- Through relationship-building (see below), help connect grassroots solutions to national and global advocacy

#### **Community- and relationship-building**

- Embed community- and relationship-building into activities
- Cultivate practices such as sharing cultures, strengths, histories, lived experiences, along with questions, dilemmas and learnings
- Develop shared language and analysis amongst different rights' groups
- Conduct "radical listening sessions," as appropriate, with those groups that are most marginalized, with the primary purpose of truly hearing their needs, desires, and plans
- Be sure to create space within the women's movement for all women, with specific attention to the principle of *leaving no one behind* and including women and girls facing multiple and intersecting forms of discrimination
- Foster intergenerational dialogues, particularly within the feminist movement. This can strengthen relationships and the movement while promoting exchange of ideas and capacities in both directions.

#### **Supporting civil society's accountability role**

- Support progressive CSOs to effectively play their rights holder roles and claim their rights through the use of social accountability mechanisms that evaluate duty bearers' on the delivery of their human rights obligations

**Robust core support and capacity-building of activists, women's human rights defenders and progressive CSOs (Pillar 6 of the Spotlight Initiative (in particular Output 6.3) was designed with the sole intention of providing core support to national and, in particular, grassroots CSOs)**



- Conduct ongoing capacity-building exercises (based on a careful assessment of needs) with feminist activists and advocates including on skills, resources, information and confidence to organize for change and to navigate risks
- Invest significantly in strengthening the core and institutional capacities of feminist advocates and activists, women human rights defenders, progressive national and, in particular, local and grassroots CSOs and organisations representing other historically marginalised groups of women and girls, including on programme design, monitoring, reporting and evaluation, advocacy, management, administration, finance, HR, and other relevant aspects
- Support activists to practice facilitating dialogues, living their values, interrupting norms that uphold an imbalance of power, and promoting gender equality
- Use women’s funds<sup>6</sup> to implement any of the suggested interventions to reach the full ecosystem of civil society actors and organisations working on ending VAWG, namely women and girls facing multiple and intersecting forms of discrimination and including unregistered and informal groups and actors who are the most vulnerable and who historically been excluded by the UN
- Train local leaders in community organizing, building alliances

**Establish learning exchange platforms**

- Set up or strengthen ongoing platforms for experience and knowledge-sharing
- Use creative teaching and learning methodologies, including with Indigenous knowledge systems to share learning between partners
- Explore, exchange, and strengthen knowledge about how movements are attracting, organizing, and using the resources they need to accomplish meaningful change

**Mobilizing resources and strategic opportunities**

- Provide resources and opportunities to feminist activists and advocates and human rights defenders. Cultivate their access to networks.
- Mobilize influence and allies for strategic opportunities to engage national and international institutions to respond effectively to violations of women’s rights and to advance gender equality. This includes taking an intersectional approach to movement building and forging coalitions and alliances with other movements such as those working on labour rights or climate change.
- Work with funders and institutions to change the way feminist causes are supported, ensuring that women have a voice in how resources are mobilized and decisions made.

<sup>6</sup> E.g. African Women’s Development Fund, Urgent Action Fund Africa, Urgent Action Fund Latin America, Astraea Foundation, Disability Rights Fund, Women’s Fund Asia, Fondo Mujeres del Sur, Semillas, Central American Women’s Fund, to name a few



- o Explore alternative funding practices that center activists' own priorities and engage a diverse range of funders and activists to create new models for resourcing feminist movements
- Review policies, processes, calls for proposals, Terms of Reference, reporting requirements., etc., within the UN system to ensure that they are simplified and inclusive and accessible to all civil society groups, enabling even those with limited resources and capacities to successfully respond
- Work with and strengthen the capacities of progressive CSOs to leverage Spotlight and mobilize resources beyond Spotlight for their work on ending VAWG

#### **Analyzing Power**

- Analyzing power in movement building can allow interventions to be more relevant and effective in their context, (re)frame the debate and change mindsets.
- Some questions that can be asked include: *What is it power? Where is it? What does it look like? What are its causes or sources? How does it work?*
- Develop and use an integrated protection approach<sup>7</sup> to ensure that the rights of women human rights defenders, who often face heightened vulnerability, are respected, protected and fulfilled over the course of their engagement with Spotlight
- When working with CSOs under Spotlight programmes, whether as implementing partners or for advocacy or through the Civil Society Reference Groups, make all efforts to work directly with progressive, women-led women's rights organisations at the national and, in particular, local and grassroots levels, especially those working on behalf of women and girls facing multiple and intersection forms of discrimination, rather than international CSOs/NGOs

#### **Technology and Media**

- Use creative communications and documentation strategies in multiple formats from videos to analysis and training tools
- Maximize women's use of media to amplify the visibility, appeal and reach of women's rights agendas and the role of women's movements in advancing
- Use the latest technologies to facilitate civil society's meaningful participation and inclusion in Spotlight meetings/ consultations/workshops, etc. to the fullest extent possible and overcome physical barriers or limitations

## For Further Exploration and Consideration

- Explore the differences between *strengthening civil society and building a movement*. Link to *theories and principles of movement-building more explicitly*
- Include *safety and protection* for women within civil society groups and for women human rights defenders as a priority in your work

<sup>7</sup> The Spotlight Secretariat is presently developing a model Spotlight-specific Integrated Protection Approach to countries





- *Deepen analysis of movements meant for girls* (including adolescent girls) and the different needs of girls and women within movements
- Deepen understanding of *barriers to building movements, and to inclusion* within movements

### Tools and Resources:

- o [The Civic Origins of Progressive Policy Change: Combating VAW in Global Perspective](#), Htun and Weldon, American Political Science Review, 2012
- o [Donor Support to Women's Rights Organizations](#), OECD Findings, 2016:
- o [Leave No One Behind Toolkit](#), 2017
- o [Watering the Roots, Starving the Leaves](#), Association for Women's Rights in Development (AWID), 2013
- o [Social Accountability E-Guide](#), World Bank, 2017
- o [Feminist Movement Building](#), JASS.
- o [Training Tools & How-Tos](#), JASS.
- o [Resourcing Feminist Movements](#), AWID, 2019.
- o [How Young Feminists Resist: A Comic Book](#), Dee Mathieu Cassendo and AWID, 2017.
- o [Feminist Realities Toolkit](#), AWID, 2019.
- o [A Call to Action: Insights into the Status of Funding for Indigenous Women's Groups](#), AWID, 2017.
- o [Transition from current funding patterns to Transformative Feminist Funding Ecosystem](#), AWID, 2018.
- o [all about POWER: Understanding Social Power & Power Structures](#), Srilatha Batliwala under CREA, 2019.
- o CREA trainings: [Our Institutes & Trainings](#), CREA.
- o [Young Feminist Organizing](#), FRIDA.
- o [Rethinking Protection, Power, and Movements, Marusia Lopez with Alexa Bradley](#), JASS, 2017.
- o [Research & Analysis](#), JASS.
- o [JUST \(global feminist\) Transitions](#), JASS, 2016.
- o [Localising Aid: Sustaining Change in the Public, Private and Civil Society Sectors](#), ODI, 2013

