

WOMEN'S EMPOWERMENT PROGRAMME INTEGRATION FRAMEWORK

**Integrating strategies to support
women's meaningful participation,
voice & leadership in country
programmes**

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trócaire

CONTENTS

1. Women's empowerment programme integration: what is it & why does it matter?	3
1.1 Overview of the framework	4
1.2 Defining women's empowerment integration & what sets it apart	6
1.3 Key guiding messages	11
2. Cornerstones of women's empowerment programme integration	7
2.1 Gender-power analysis	8
2.2 Feminist participatory programme approaches	8
2.3 Programme support, accompaniment, monitoring & learning	12
2.4 SGBV risk mitigation & how it connect to women's empowerment integration	15
2.5 Evidence of women's empowerment programme integration	19
3. Building our competence and capacity in women's empowerment integration	28
3.1 Resourcing & capacity building	28
3.2 Partnerships & building women's voice and leadership in civil society	32
4 Catalogue of strategies & resources	35
4.1 Individual level strategies	35
4.2 Household/family level strategies	45
4.3 Community level strategies	48
4.4 Institutional level strategies	51
4.5 Civil society level strategies	52
5. The way forward	54

1. WOMEN'S EMPOWERMENT PROGRAMME INTEGRATION: WHAT IS IT & WHY DOES IT MATTER?

"There are these two young fish swimming along and they happen to meet an older fish swimming the other way, who nods at them and says "Morning, boys. How's the water?" And the two young fish swim on for a bit, and then eventually one of them looks over at the other and goes "What the hell is water?""

(David Foster Wallace, 2005)

The story of the fish highlight to us that some of the most important realities are those that are hardest to see and talk about; they are merely *the water we swim in*. In many contexts and situations, women's exclusion from decision-making and leadership, and the silencing and minimising of women's voices and perspectives within their families, communities and institutions - whether active and deliberate or an unintended consequence of deeply entrenched unequal power relations - is the *water we swim in*.

Trócaire believes that gender inequality is a fundamental cause of poverty and exclusion and we are committed to integrating women's empowerment strategies across our programmes to change the status quo (*the water*) that confers more power on and with men, and leaves women vulnerable to violations of their rights across all spheres of their lives. We have committed to work to transform the gender-power relations and change women's experiences and realities in a sustainable and transformative way, by not only including women in the programme and tailoring the programme for their needs, but also by integrating strategies and activities to support women and men to challenge unequal power relations and address the specific barriers women face in realising their human rights and potential.

This means that we must consider women's workload and time; promote and support women's participation and influence within key decision-making structures at all levels, and indeed in all spheres of their lives; support women's economic empowerment, social and human capital; and put in place strategies which reduce risk of all forms of SGBV and other harms. At the same time, we must challenge the status quo of women's oppression at family/household, community, civil society and institutional levels. History has shown to us that when we actively invite women's participation and influence *without* taking concrete steps to change the environment in which they are to participate, this often does not bring about transformation in gender power relations. This can mean that while women and girls make modest gains in their well-being in the short and medium term, they may continue to occupy a position of subordination and to experience gender discrimination, and so continue to be vulnerable to abuse, poverty and limited opportunities.

This document sets out our understanding of women's empowerment programme integration – what it is, what we need to do to be deliver on this commitment we have made, and how we integrate transformative strategies into our programmes. This framework is not an additional programme framework to layer onto existing ones; it is a set of tools and a roadmap to ensure that as we apply existing programme frameworks, we are guided by best practice and innovative thinking to ensure the best possible outcomes for women and girls. The underlying premise here is that if we prepare well, are guided by robust gender power analysis, and are willing to try new strategies and approaches, our programmes can have an even greater impact, in particular on the lives of women and girls.

1.1 Overview of the framework

The framework is in three parts. **Section 1** provides the definition of women's empowerment integration so that we share a common understanding and are all started from the same conceptual starting point. *This section is relevant for CMTs and programme teams.*

Section 2 then expands on what the key elements of women's empowerment programme integration are – so that we can recognise good examples in programming when we see it, and can also identify where the gaps are, and so that we have some clarity on what should always be included in our programmes. This section also highlights the most important steps that we (Trócaire) and our implementing partners need to take to do this work to a high-quality standard. Throughout this section, tools and resources that can support each step along the way are highlighted and linked. *This section can support CMTs and programme teams to critically appraise their starting point and map a way forward, both institutionally and for programme design. Programme teams can use this section to support partners to undertake the same process.*

Section 3 then presents a broad catalogue of strategies, as a reference document to support programme design and adaption throughout the lifecycle of a programme. *This section is particularly relevant for programme teams and partners to support programme design and adaption.*

This resource can be used as a reference document throughout the programme cycle. It is not a prescriptive document but does highlight the key pillars and the tools that can support us to realise our ambition. All programmes must be contextually appropriate and responsive to realities for community members, and the menus of options presented below is just that.

It is preferable that this resource used to design the country and thematic programmes, but there is also scope to make adaptations during the lifecycle of a programme and so this document can be used throughout, for example to support adaptations in response to a change in context, or in response to an observed new challenge/barrier to women's and girls' participation or leadership, or to capitalise on some gains made during the programme.

The primary audience for this framework is country teams, and the secondary audience are the HQ-based teams that support country teams.

	Purpose	Key Processes
Country Management Teams	<ul style="list-style-type: none"> To provide overall leadership, to make WE integration a priority and drive the WE agenda/ culture at country level To be proactive around the strategic allocation of resources and investment in order to achieve WE ambition 	<ul style="list-style-type: none"> CSP development and review Country Programme Development Partner portfolio management Annual budget Country team staffing Partner grant agreements (CD) Leading on internal policy development or learning/reflection processes Decision-making about recruitment & staffing
Programme management teams (Prog Mgrs, Prog coordinators)	<ul style="list-style-type: none"> To provide oversight and quality assurance Plan for capacity building To make strategic programme and team decisions, to provide support and encouragement to the programme team 	<ul style="list-style-type: none"> Project approvals Country programme strategy development and review Donor proposals development Programme team leadership (support, vision, recruitment, performance management) Oversight of evaluation Providing technical oversight and guidance Recruitment processes
Programme teams (Prog officers and advisors, Intuitional funding advisors, MEAL Officers & partner staff)	<ul style="list-style-type: none"> To guide and resource teams through key processes during the project cycle and to support them to integrate WE within their interventions (design and budgets) To support teams to identify learning needs, for themselves or for partners 	<ul style="list-style-type: none"> Partner proposal and project development and reviews (narratives, budgets, M&E) Strategy selection M&E Providing technical oversight, guidance, support and accompaniment to partners
Support teams (HQ-based Global Partnership and Funding Unit, Programmes team advisors and PIL advisors)	<ul style="list-style-type: none"> To guide and resource affiliated teams with language and understanding of WE integration To support them to reflect this in profiling, funding and donor reporting 	<ul style="list-style-type: none"> Programme proposal development Institutional reporting External profiling Providing technical oversight, guidance, support and accompaniment to programme teams in country, including on proposal design, research, evaluations, ongoing delivery & capacity development (Programmes team & PIL advisors) Developing tracking, monitoring and learning tools (how we track change) (PIL team) Supporting recruitment processes

1.2 Defining women's empowerment integration & what sets it apart

Women's empowerment is about ensuring that women have voice and control in decisions that affect their lives, within their homes, communities and beyond, and that they can live free from violence. This means that their voices and experience inform our programming decisions and that programmes meet their needs and priorities. It means they participate in a meaningful and active way in our programmes, without adding to their work burden or risks.

Integration of women's empowerment refers to the deliberate integration of strategies that seek to address prevailing gender inequalities and change women's experiences and realities in a sustainable and transformative way across all programming areas (Goal1, 2 and 4). Women's empowerment programme integration is distinct from our work under 'Goal 3. Women's and girls' protection, voice and leadership', but it is informed by best practice programming in this area and by our organisational experience and learning to date.¹

Women's empowerment integration can be defined as the inclusion of three high-level areas/objectives into all programme areas, as follows:

- Programmes include deliberate strategies and investment of resources to ensure **women's meaningful and active participation** and,
- Programmes include strategies that support women to **gain an increase in decision-making power and/or enhanced leadership role as a consequence of their participation**. This increased power can be at home, in their communities, in spaces and institutions that the programme works in/engages with, or in civil society space generally.
- Programmes integrate SGBV **risk mitigation strategies**,² and support access to response service via signposting, handling of disclosures and making safe referrals to specialist actors, recognizing the underlying risk of violence for women and girls and that women's participation and increased decision-making can also expose them to increased risks and backlash,³ and that certain risks will prevail predating the programme that may need to be addressed.

These three areas are described in more detail in the box on page 7.

1 Two frameworks guide our work on Goal 3 specifically, and these are the [Women's Empowerment framework](#) and the [Protection and SGBV framework](#).

2 SGBV risk mitigation comprises a range of actions within our programmes that aim to identify risks and then take specific actions to address those risks. It is important to note that these risks can exist in the general environment, within communities and families as well as within programme interventions.

3 Backlash includes the harassment or aggression feminist activists experience when they challenge unequal power structures and male violence against women. It affects the mental and physical wellbeing of women to challenge gender norms, or those that support them (GBV practitioners, women's rights defenders) and can discourage others from working on these issues. Backlash tends to occur most frequently when the force of our activism begins to change existing patriarchal systems and structures and cause those who benefit from patriarchy to resist. For further information, see Coalition of Feminists for Social Change (COFEM), [Backlash: What is it and how do we address it safely?](#), Feminist Pocketbook Tip Sheet 9, 2018

Meaningful and active participation:

- Participation, freely and without coercion, to serve one's own goals and objectives;
- Participation without an adverse cost (such as adding to women's burden of labour and time, or incurring social isolation or backlash); and,
- Participation with influence and decision-making power and the scope to bring about changes within the space or in spaces associated or targeted by the programmes and its activities.

Voice, leadership & control (decision-making power):

- The ability to make decisions individually (for decisions that are typically in the domain of one's personal autonomy/life goals, e.g. who one's life partner will be), or to participate equally with others to make decisions (on decisions that relate to, for example, the wider family or community network, e.g. whether to sell the family home) on issues that are strategically important to one's own life including personal life, social life, economic well-being, or wider environment and community.

SGBV risk mitigation:

- Through achieving the ability to make decisions, and have voice and control, women live freely, without coercion and with reduced risk of discrimination and violence.
- Women who experience SGBV have access to appropriate supports to address the range of needs and to move towards a life free from violence (through signposting to responses services).
- Within programmes and interventions, the unintended harms and potential risks to women's safety and other associated risks (including related to time burden, social-standing and well-being) are considered and mitigated through programme design and by having appropriate internal policies and procedures in place.
- Living free from violence means being able to choose freely one's own life direction, to choose an education, to choose one's own life partner (not forced or coerced marriage), without fear of without physical, emotional, economic or sexual violence, perpetrated by any person known or unknown to the woman.

As noted in the introduction, we have learned from experience that when we actively invite women's participation and influence *without* taking concrete steps to change the environment in which they are to participate, this often does not bring about transformation in gender power relations.⁴ Related to this, women's empowerment is fundamental to achieving change in other areas too. For example, sustainable food production and seed systems, fair and effective market systems, resilient livelihoods and access to resources will all be more achievable when women are actively engaged and making decisions as key stakeholders and actors. Therefore creating an environment where women can play such roles is a core component of these areas of work.

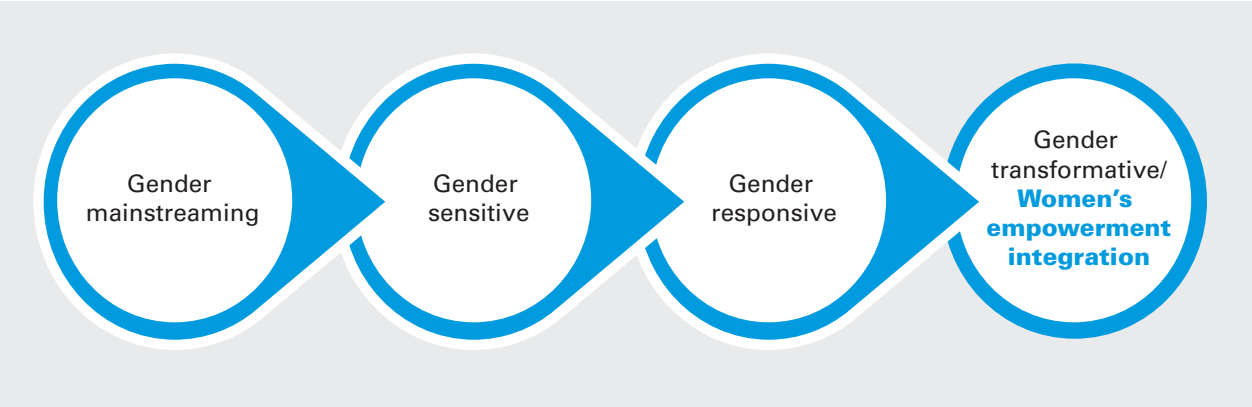
⁴ Trócaire has invested in deconstructing and understanding these dynamics over several years, by critically studying our own programmes and their outcomes. This included the three-year multi-country research project on women's participation and empowerment that culminated in the research reports 'Pushing the Boundaries: Understanding women's participation and empowerment' and informed the current strategic plan, goal briefs and programme framework documents. The full research report is available here: <https://www.trocaire.org/resources/policyandadvocacy/pushing-boundaries-understanding-womens-participation-and-empowerment>.

1.2.1 How does women’s empowerment integration differ from gender mainstreaming?

Women’s empowerment integration goes beyond the aims of gender mainstreaming, seeking not just to include and support women and girls, but also to transform gender power relations in household, communities, civil society and institutions. To illustrate using a metaphorical car journey: with gender mainstreaming, we make sure that women are in the car; with women’s empowerment, we make sure that women are driving the car, or at the very least have a say over where it is going and how it will get there, and at what speed.

- **Gender mainstreaming** is about including women in the programme and making the impacts of the programme on women visible by collecting sex-disaggregated data, so that we understand differences and inequalities in relation to needs, rights or priorities and address these. It is about **considering women’s experiences and realities** to ensure they can participate and benefit from the programme, and about taking into account the special needs and realities for women so that they can participate equally with voice and influence.
- **Integrating strategies to support women’s empowerment** is about **changing women’s experiences and realities** in a sustainable and transformative way, by not only including women in the programme and tailoring the programme for their needs (so, continuing to do everything gender mainstreaming does), but *by also layering in work to address the underlying power dynamics that maintain the status quo of gender inequality*. The integration of strategies in our programmes to support women’s meaningful and active participation and decision-making power should have tangible and verifiable results.

The table that follows illustrates what some of the differences would look like in practice, with further details in section 2 on the elements of WE integration.



	Gender Mainstreaming	Women's Empowerment Integration
Project or programme level		
Data collection and M &E	Sex disaggregated data available, analysed and used to inform/ adapt programming. Gender sensitive indicators included.	
Analysis, planning & design	A participatory gender analysis informs programme design	A participatory gender-power analysis informs programme design. Taking gender and power holistically it examines several key themes including access to and control over resources; roles and responsibilities in decision-making and in divisions of labour; social norms and institutional barriers and how power manifests within key decision-making spaces.
	Women and men consulted during programme planning and design	Women and men consulted during programme planning and design, with a particular focus on women's lived experiences, needs and the barriers at all levels.
Programme strategies	Programmes include women and men and specifically address women's particular needs, including to enable their participation in programme activities.	Programmes address women's needs at all levels to promote their increased decision-making power within the programme and in decisions that affect their lives more generally using a range of strategies, and with adequate budget and human resources.*
	Programme puts strong emphasis on women's inclusion and participation in programme activities.	As with mainstreaming, women's inclusion and participation is emphasised in programme activities and a range of strategies are used to respond to each individual woman's starting point and the programme does not prescribe a desirable level of participation. It supports women to reflect on their priorities and to set their own goals.
Organisation level (Trócaire country team and/or partner organisations)		
Political will & leadership	Trócaire team and implementing partner organisations committed to addressing specific individual needs of women and girls in programme.	Within the project/programme, at least one implementing partner organisation – and ideally more- will have an overt women's and girls' rights, women's empowerment, gender equality and/ or feminist purpose. This partner might provide technical support to other implementation partners or may directly implement activities. In addition, all implementing partners will have, at minimum, a demonstrable commitment to mainstream gender equality in their work.
	Demonstrated commitment from senior staff to address women's needs.	Demonstrated commitment from senior staff with a demonstrable core belief in the importance of women's empowerment and the need to challenge the structural barriers that disempower women.
Policies	Gender policy in place	Gender policy/women's empowerment framework in place and evidence of its application in programmatic activities

Human resources: staffing and capacities	Internal women's empowerment expertise (gender/ women's empowerment advisors/ officers) is available. **	
	Staff provided with some training or learning opportunities related to gender equality/women's empowerment. <i>In this way, a top-down approach to promoting a culture of gender equity is applied.</i>	Spaces created regularly to deepen understanding of women's empowerment and disempowerment; and support dedicated to training, learning and reflection. Staff supported to understand how power relations shape experiences of men and women and to link the local to the wider societal and institutional factors, as well as to their own programmes. <i>In this way, a bottom-up approach to promoting a culture of meaningful participation, women-centred analysis and programming, listening and reflection is applied. **</i>
	Budget for gender mainstreaming/gender related capacity building.	Budget provided for capacity building in power analysis and capacity building of team, and/or for ongoing support and development needs (e.g. in technical areas such as feminist approaches to development as well as complementary skills such as facilitation or listening).
	Active recruitment, retention and participation of female staff.	
Internal culture & practices	Family friendly policies (including childcare, parental and other care policies) in place.	
	Ratios of women working in the org is analysed and actions taken to ensure women are represented in team, including at senior level.	Ratios analysed, as per gender mainstreaming. In addition, gender balance or higher number of women present within leadership and across the organisation, and the organisation's mission and activities should reflect women's needs, priorities and voice.
	Sexual harassment/ dignity at work policy in place. PSEA (Prevention of sexual violence and exploitation) policy in place.	
Relationships & network	Org networks with other women's movements, organisations or networks.	Org networks with other women's movements, organisations and networks and includes a diversity of women with different or intersecting needs, priorities and perspectives.

* Note: the programme does not need to address all of these levels to the same extent, but should focus on as many as is feasible and appropriate, particularly individual and community level in the short term.

** Note: This can be at project/programme level, rather than partner level, i.e. not all partner organisations need to have this internal capacity as long as the programme/project is supported by staff members with the required skills, authority and resources.

1.3 Key guiding messages

The remainder of this framework will set out what 'good' programming looks like, with regard to the integration of women's empowerment, what we need to do to get us there, and what some of our options are when designing a programme. There are a few key messages to guide us through this process.

- These approaches will add value to our work. They will help us to compound our positive results, and to bring about sustainable and transformative change for women and girls. Women's empowerment integration should not be seen as an optional extra, but as an essential pillar of good programming.
- Groundwork is required. For some programmes, integrating women's empowerment requires an evolution in how we programme, including in the skills we look for in our teams and partners and the type of mentoring and support we provide. This framework provides some guidance on how to get started, and none of it is beyond the scope and capacities of our teams, partners and programmes.
- This may give rise to concerns about cost implications, resourcing, partners and fund-raising constraints, all of which are valid.⁵ These concerns will be addressed in the sections that follow, and there are always a range of options available from modest starting points to deep and systematic changes in programme direction. Ultimately, we will need to invest more money, time and personnel if we want to see increases in women's empowerment across our programmes, and the best place to start is with an acknowledgment of that. From there, we can decide just how much we can invest and how far that can take us. Small aspirations or huge ambitions are both starting points.

⁵ Some of these concerns are addressed in a FAQ document, [here](#).

2. CORNERSTONES OF WOMEN'S EMPOWERMENT PROGRAMME INTEGRATION

To meet our objective of challenging the status quo of gender inequality and addressing gender-power relations, we have committed to work deliberately on a number of key areas, which can be summarised as follows:

1. **Promoting meaningful participation and leadership with key decision-making structures:** deliberate strategies to ensure women's voice and experience is reflected in how we design and implement programmes, and that within our programmes we take deliberate steps to shift power and decision-making to women and girls. This might include support for women's only spaces in which women can create and maintain collective power through social networks and support, or by providing training or other direct supports directly to women, or by working to bring about institutional change within spaces we work with/on, etc. in other words, going beyond recommending or insisting on women's participation in quantitative terms, and taking steps to ensure that when women do participate, they do so with influence and power. It would be important here to identify what the 'key' decision-making structures are, before identifying the strategies needed to support women within them/ to challenge them.
2. **Practical adaptations, efforts, and strategies to address women's workload, women's time.** We can include here also other practical issues to support access.
3. **Risk reduction strategies,** acknowledging that wherever women push boundaries, backlash is a risk and so our programmes should envisage and try to mitigate these risks; and also that pre-existing risks that women and girls face may also need to be addressed or responded to. This would include supporting access to response service via signposting, handling of disclosures and making safe referrals to specialist actors,
4. **Working to support an enabling environment for women's and girls' participation and leadership** by addressing structural barriers and addressing harmful social norms. This would mean supporting women-centred organisations, addressing social norm change, advocacy work at the institutional level, etc.
5. **Supporting women's economic, social and human capital,** acknowledging that these are strategies that support women's empowerment more generally (so again, supporting women's network building, economic wellbeing and opportunity, etc).

Before selecting and implementing programme strategies however, such as those referenced here, there are a number of foundational pieces that we need to have in place. (i) Our programmes should be grounded in a robust gender-power analysis. (ii) Participatory approaches should be used in programme design and targeting of participants and selection of strategies should reflect our gender-power analysis. (iii) Programmes should be supported and accompanied to mitigate risks of unintended consequences and continuous monitoring and learning should be track positive or (unintended) negative impacts.

2.1 Gender-power analysis

Gender-power analysis is a cornerstone of women's empowerment integration. The analysis should be repeated regularly and programmes adapted accordingly when necessary. Ultimately, the reflective practice of questioning who hold power and from where this power comes from (so not just 'women are not accepted as leaders', but 'women are not accepted as leaders for the following stated reasons...') should be integral and second nature. Detailed guidance and tools to support gender-power analysis are available (in [English](#), [French](#) & [Spanish](#)). The guidance includes options for light or deep gender-power analysis, depending on your needs.

Making visible the differences in power between men and women, in different spaces/ thematic areas:	Activities, roles and responsibilities
	Strategic life choices
	Access to, control over and ownership of resources
	Access to information
	Access to meaningful participation
	Rights, rules and social norms
	Capacities and inherent vulnerabilities

2.2 Feminist participatory programme approaches

Feminist participatory approaches mean that we use participation as a process to support women's and girls' empowerment. As our programmes become increasingly gender-transformative, we would expect to see feminist participatory approaches permeating the programme cycle, from programme planning and design, to targeting to the selection of strategies and ultimately in feedback and learning mechanisms. In this section, what these concepts mean in practice will be outlined, and tools for incorporating them will be suggested.

2.2.1 Applying the feminist participatory lens to programme development

By ensuring that your gender-power analysis is participatory, you will ensure that women's (and men's) needs are captured in your planning and design. Designing programmes without reflecting on women's own priorities goes against grain of the empowerment approach, so it is important to strive towards meaningful participation in the process. This means taking into account intersecting needs and vulnerabilities, including ethnicity, religious status, abled/disabled status, sexual orientation, gender identity, etc. The ability to truly listen to women is a skill that might need some support to build. A useful tool to keep you on the right track (on a day-to-day basis as well as when planning and designing a new programme) is to ask yourself: **does what I am seeing, hearing and reading accurately reflect the lived realities of women in this community?** And if yes, how do I know this? What evidence do I have? **When it is women's own lived realities – that is their own understanding and experience of what is happening around them in their lives – that underpin what we decide to do and why, then we are on the right track.** For example, if we are going to deliver technical training to women, the women should be telling us when and where they want the training to be held and how it is to be delivered (taking consideration of things such as time available, literacy rates, cultural preference/practices) and we should design our initiatives accordingly.

The following toolbox includes resources that can support the development of listening skills and facilitation skills, key skills that community-facing staff members need to ensure participatory planning (and that support delivery of community level interventions generally).

Programme planning tools	Description & use
Participation	
<u>Working with groups</u>	A one- hour workshop session to explore what it means to work with groups in a participatory way, and to encourage some self-reflection.
<u>Facilitation skills manual</u>	A 4.5 day facilitation workshop manual to develop core skills and knowledge around how adult learns, communication and listening skills and how to facilitate meaningful engagement. This manual was designed to support facilitators working on social norms-change specifically, and some of the content maybe more relevant to your purposes than others. WE Advisors in HQ can assist in tailoring the above options to longer/shorter workshops to support your specific needs.

2.2.2 Recruitment and targeting of programme participants

Our theory of change for women's empowerment integration reflects that of our women's empowerment (Goal 3) work. This means that we continue to keep women's needs, priorities and objectives at the centre, and when we target other groups we consider the impact that their participation will have on women's empowerment and participation. We do not have to target women as the only primary participants in all of our programmes; while our work in Goal 3 is always women-centred, our work in other areas targets men and women. What is important here is that we consider the impact that targeting different groups can have on women's position.

Targeting women: for which roles & functions in the programme?

Socially constructed gender roles place expectations on men and women in the home, in the community and in society. These expectations extend to our programme activities and the spaces that we work in too. This means that when we target women in our programmes we must be mindful of their relative power and influence – over resources and over decision-making. We may need to tailor activities for women to balance the power imbalance and we should also endeavour to include women in roles that are strategic and that promote their power and influence.

When we introduce more than one outcome area, we introduce multiple strategies, which can lead to an increased burden on programme participants. This can be true for all programme participants, but even more so for women who are already triply burdened with domestic, reproductive and productive roles. This is particularly relevant for women in the programme who are now assuming key roles as 'gender champions' within their communities, leading to an increased work burden on them with regard to awareness raising, and also to supporting other women. While we should explore and prioritise integrated programming approaches, we should always consider the burden this will place on women and men and weight the cost against the benefit, and tailor our activities so that the immediate needs of women are addressed in the first instance.

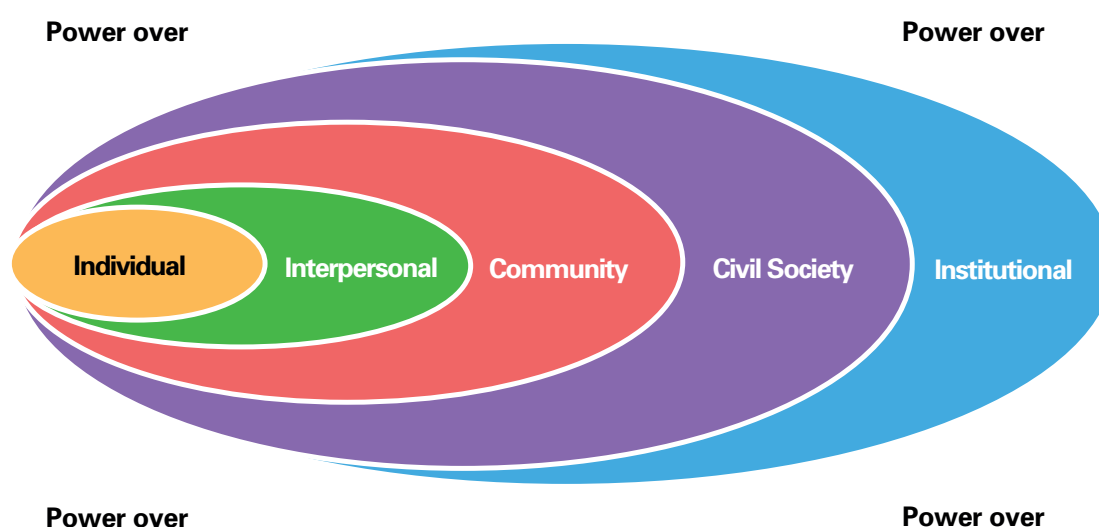
Key questions for reflecting on targeting decisions:

- Which women are we targeting, and why? Which women are we seeing and hearing from, and which women are not visible in our programme, and why? (The 'why' part of this question should inform the strategies we use).
- How are women recruited (and by who)? Do women self-select into our programmes, or are they chosen? Are women from diverse backgrounds and with diverse identities targeted?
- Who else do we need to be involved, to bring about meaningful change for women (families/ communities/people of influence)? Consider also the adaptations that you need to make when working with individuals from polygamous families/households.

Targeting men and wider community to support women's empowerment: who & how?

In addition to targeting men as programme participants in line with the applicable programming criteria, we also work with men, the wider community and key institutions to address gender equality, in recognition that this is a systemic problem that will take a multipronged approach to change. When targeting men and the wider community for the specific purpose of tackling gender inequality, it is important to distinguish which 'group' of men you want to work with and why. The following groupings are some examples:

- Targeting *some* men who can play a key role in shifting the environment within the community in general (and who may take action to create more equitable attitudes and practices).
- Targeting *all* men in the community with some awareness raising activities, to reduce risk of backlash and hopefully to shift some norms so that women can start to discuss their plans at home and be supported at home. Spouses *may* fall into this second category, as recipients of some wider awareness raising activities. This is supportive to reducing risk/backlash, so this is about sharing information and some basic knowledge so that when women do start to play a leadership role, they are not then pushed back. This is distinct though from targeting men to 'take action' for women.



2.2.3 Designing programme strategies

Programme strategies should be designed with **the gender-power analysis in mind**, and with **participation of women** (through direct communication, or by involving women-centred organisation or other legitimate representatives of women's views).

In selecting strategies, the objective is to identify which approaches can enhance the effectiveness and impact of the programme objectives (within the relevant goal area) and will support women to play a greater role within the programme (in decision-making, leadership or maybe just by being better able to participate) or will increase women's power and influence outside of the programme. Where women's empowerment is fully integrated within the programme, we would expect to see strategies at all levels from individual to institutional, but it is also acceptable to start with one or two strategies and build from there over time.

It is sometimes most appropriate to **start at the community level, and sometimes at the individual level**; this will depend on the context and must be decided locally. What is critical in all cases though is that you start with building trust with the community to **mitigate risks** of backlash against women or your programme activities and to create an environment where women will feel comfortable to join programme activities. You might also choose not to start using strong language about women's empowerment and women's rights until after trust has been built.

Addressing **basic and immediate safety and wellbeing needs** is also a precursor to beginning with work on women's participation and decision-making. Where women's basic needs are not being met, it can be difficult for them to find the time, energy or attention to engage with issues not related to their immediate priorities. This might mean phasing your activities so that you start with addressing basic needs, and at a later stage roll out activities aimed to transforming power relations.

Section 4 provides a detailed catalogue of strategies to assist programme design and planning, and the following checklist is a supportive tool to get you started towards holistic integrated programming. This tool can be used by programme teams and partner teams to conduct a review of their initial project/programme proposals. You could use this tool to frame a conversation during a partner review meeting, or when reviewing a draft proposal on paper.

Regardless of what strategies are selected, they should be identified and planned for the programme design stage, on the basis of a robust gender power analysis, and they should be planned for, budgeted for and adequately resourced – including with suitable partners; technical support from Trócaire for programme quality, monitoring and evaluation; and with time allowed in the programme timeframe to implement the intended activities.

10 key questions!	Yes	No	Additional considerations
1. Have you analysed the barriers that women/girls face in the spaces we support/work with (i.e. have you done a gender-power analysis)?			If not, when do you plan to do that?
2. Have you designed the project with these specific barriers in mind?			Are additional modifications needed?
3. Do the project/programme objectives mirror the objectives, expectation, capacities and priorities of women? <i>Note: responding to women's priorities does not necessarily mean more interventions for them, it might mean less but more strategic interventions. It does require more thinking and analysis on our part however.</i>			Which objectives and expectations specifically & how do you know? (i.e. what legitimate representative have we engaged with and what have they told us? Is there strong evidence of feminist participatory approaches to programme design?)
4. Will the programme/project impact on women's labour responsibilities (positively or negatively) and will it enable women's participation without adding unduly to their burden of labour?			If yes, how? Have mitigation measures been put in place (budgeted and resourced) in light of this, or do we have strategies to reduce women's burden?
5. Does the programme include women-only spaces (budgeted and resourced) where women can support one another, and where they can access support or find out where to access if, if the need to? <i>Note: Ideally women-only spaces would be managed and facilitate by women-centred partners and supported by skilled and experienced facilitators and would be a space for critical reflection, consciousness raising and personal healing. In the absence of specialist partners, these should not delve into deep issues of power and disempowerment. Work towards establishing them should begin early in the project.</i>			What are those spaces? Are they accessible? Who will manage and facilitate them?
6. Does the programme include strategies (budgeted and resourced) to address harmful social norms and beliefs about women?			Using which strategies/ approaches?
7. Have you considered the risks women face due to taking part (and the existing SGBV risks prevailing in the context), and planned some actions to mitigate those risks, including signposting to support services?			Give details
8. Have you planned for – including budget – additional activities to support women with technical skills, coaching or other key needs?			Give details
And to ensure effectiveness of those strategies:			
9. How will this change be verified and measured? Will your monitoring and verification systems track changes in women's participation and decision-making power?			See section 2.3
10. Do you have the in-house capacity/do partner have the capacity to implement and verify all of this? (Including to accompany partner closely and for partners to accompany community resource people/community volunteers closely?)			See section 3 If not yet, have you budgeted time and resources to address this gap?

2.3 Programme support, accompaniment, monitoring & learning

2.3.1 Support & accompaniment

Women's empowerment work is challenging and complex and it requires support and accompaniment. This can take the form of 'mentorship' of team members that engage in this type of work, or mentorship of women participants through the programme. Mentorship is a relationship designed to build confidence, enhance knowledge and develop skills required for someone to take control of their own development and roles. It helps to build a person's "power within" and supports their "power to and with" to take action. The foundation for mentorship and support is the relationship between the "mentor" (the person who provides the mentorship and support) and the "mentee" (the person who receives the mentorship and support) – and over time, a supportive and respectful relationship of trust is developed allowing the mentee to explore new ideas and work towards overcoming challenges in a safe environment. Mentorship and support involves primarily listening with empathy, mutually sharing experiences and offering opportunities for reflection and constructive and supportive feedback.

When we consider the resources and capacities required to integrate women's empowerment in a meaningful way, we should consider our scope (considering our teams' competence and skills, our partner portfolio and our collective workload) to provide technical support and programme accompaniment to the required level and take this into consideration when planning and budgeting our programmes. The table below provides some examples of how support, accompaniment and mentorship, and the table that follows includes manuals and training tools to build team competence in this area. There are some **guiding questions** that can help us to plan for suitable support for our programmes:

- Will the programme include strategies that are complex and potentially will give rise to pushback or resistance in the community (challenging social norms for example or promoting women's participation in domains traditionally reserved for men)?
- Who will implement this strategy? Is it a women-centred partner that has supports embedded within its structure, or one or two staff members in a partner that does not have scope to provide mentorship and support?
- With this in mind, what gaps remain with regard to programme support/ staff support and accompaniment? Have you budgeted for (financial and time costings) the required level of engagement and if not what adjustments to you need to make?
- What skills and supports are needed at the outset for community facilitators and partner staff and how will these need to be supplemented during the lifetime of the programme?
- If you need support yourselves as a team, have you sought that from the global advisors/elsewhere?

Who is responsible for mentorship and support?	Strategies for providing mentoring and support
<p>Trócaire teams (Global advisors to support country teams, and CO advisors/managers to support partner staff).</p>	<p>Trocaire global advisors to CO teams (remote and in-country mechanisms):</p> <ul style="list-style-type: none"> • Capacity building through curriculum development, refinement based on feedback and supporting practice sessions. • Regular check-in calls/conversations. • Country support visits – participate in field activities with the partners, capacity building for staff and partners, provide “hands-on” support etc. • Document reviews – including strategic review of funding proposals, partners’ programme documents, translated/adapted programme materials etc. <p>Trocaire CO teams to partners:</p> <ul style="list-style-type: none"> • Capacity building/trainings– cascading phase trainings and, conducting refresher trainings. • Programme support visits – ideally bi-monthly support visits with a deliberate focus on programme implementation rather than financial and/or organisational capacity building. Includes participating in partners’ in house processes for example; reflection meetings and practice sessions, as well as in community activities. • Monthly telephone calls – besides the support visits, ongoing support should be provided through phone calls and practically on a monthly basis. • Support to materials adaptation/translation process – materials adaptation and translation is key and it is important that partners get it right so that the core messaging does not get co-opted.
<p>Partner teams – Programme Managers provide support to other members of the team they are also responsible for the mentorship and support of the Community Workers.</p>	<p>Specific support for Field officers and Community workers, through training initially. Following this, they can be supported in the following ways:</p> <ul style="list-style-type: none"> • One-on-one support: It is important to have a realistic ratio of Project officer – field officer – community worker to ensure those working in the community feel deeply supported. It is crucial therefore not to have too big a team so that the Project officer/ field officer are readily available for support. Partner staff can become dedicated mentors for field officers and community workers through frequent activity visits, ongoing activity support including practical support to make resources available and creating community connections (i.e. connecting field workers to others that can support them make their leadership known to respected people in the community). • Create support structures that field officers and community workers can depend upon, by being consistent and regular in communications. Options include a structured pattern of regular meetings to discuss progress outcomes, review unexpected challenges/opportunities, share experiences, and strengthen skills; hosting feedback/Appreciation Gatherings (annually) to recognise efforts and work; conducting refresher trainings and celebrating all milestones and successes, including those in the community workers personal life such as marriage or birthdays. • Create support structures that field officers and community workers can depend upon, by being consistent and regular in communications. Options include a structured pattern of regular

	<p>meetings to discuss progress outcomes, review unexpected challenges/opportunities, share experiences, and strengthen skills; hosting feedback/Appreciation Gatherings (annually) to recognise efforts and work; conducting refresher trainings and celebrating all milestones and successes, including those in the community workers personal life such as marriage or birthdays.</p> <ul style="list-style-type: none"> • Support female and male community facilitators equally, supporting women facilitators to take on leadership roles where appropriate, but also supporting male facilitators to deepen their awareness and understanding of gender inequality and its causes. For example: <ul style="list-style-type: none"> – Supporting women - encourage female community facilitators and field officers to ask questions that will help their male counterparts better understand the life experiences of women. Recognise that many women do not have experience of speaking publicly so may require more support at the beginning. Women may also feel more comfortable initially reaching out to other women. Consider pairing female Community Facilitators together as they start their activism so they can build confidence. – Supporting men - encourage and support male community facilitators and field officers to be very aware of their own biases and perspectives, which might unconsciously contradict the messages you are promoting in your programme. Assure them that change is a process and provide space for male field officers and community facilitators to talk openly and honestly about their struggle to balance power in their own relationships. Support them in creating thought-provoking questions that will speak to men's interests and attract their participation (as men are typically more reluctant to engage in organised activities) while remaining accountable for negative use of power. – Supporting both in balancing their Power - support female and male community facilitators and field officers in balancing power between themselves, as a model of change for the community.
Community Workers Level – through their day-to-day implementation of WE activities they provide support to community members.	As above, but tailored to meet needs.

Accompaniment & support capacity building tools	Description & use
Facilitation skills manual	A 4.5 day facilitation workshop manual to develop core skills and knowledge around how adult learns, communication and listening skills and how to facilitate meaningful engagement. This manual was designed to support facilitators working on social norms-change specifically, and some of the content maybe more relevant to your purposes than others. WE Advisors in HQ are open to tailoring the above options to longer/shorter workshops to support your specific needs so please get in touch!
Mentorship and support manual	A detailed guidance document on providing support and mentorship to programme staff and community facilitators. The manual is specifically designed to support social norms change work but it widely applicable for work in the area of women's empowerment or other areas.

2.3.2 Monitoring & learning

The integration of women's empowerment strategies into other programme areas should lead directly and indirectly to results related to women's ability to participate in decision-making processes and to exert more control over their own lives. To ensure we are tracking positive change (for learning purposes) and challenges (for adaption and risk mitigation), we should include indicators that measure women's empowerment within our programme. If the programme states an intention to increase the proportion of women participating in decision-making spaces, or increasing women's influence within these spaces, for example, it would be sensible to track changes in these areas using the standard 'global indicators' established for this purpose (e.g. those currently used in many of the goal 3 programmes). The PIL and programmes team advisors (HQ) can support you to identify suitable indicators when you are developing your results frameworks.

As our work grows and deepens in this area, we will remain open to reflective learning, as well as to more structured learning opportunities.

2.4 SGBV risk mitigation & how it connect to women's empowerment integration

There are two important points to remember about addressing SGBV response and prevention, and this section will explain what they mean and what the limits are for addressing SGBV response and prevention needs within other programme areas.

- i. The natural entry point to working on women's empowerment – whether as a stand-alone programme or as an integrated strategy – is to address underlying issues of discrimination and disempowerment, supporting women individually and taking steps to address environmental barriers.
- ii. Responding to SGBV requires comprehensive programming led by survivor-centred organisations. Integrating elements of SGBV programming in isolation can be detrimental to women, whereas integrating 'some' strategies to support women's voice and participation can strengthen a programme and its outcomes for women.

For these reasons, **we do not advocate integration of SGBV programming into other programme areas in the absence of standalone comprehensive SGBV programming (dedicated Goal 3 programming in other words)**. However, there are situations where we do work on SGBV in a deliberate way (a standalone G3 programme) and want to integrate with this other areas of our work; and there are contexts where the need to response to SGBV prevails but whereby we don't have that response to provide. This following guidance should support us to safely navigate an appropriate programmatic response.

1. Risk mitigation measures

In all of our work, we can (and should) put in place **risk mitigation measures** to minimise the risks of SGBV and all forms of harm; work towards the prevention of SGBV by addressing the underlying structural gender inequalities (such as through social norms and/or by supporting economic wellbeing and women's participation in all forms of decisions making and in economic, social and political life); and tailor our specific programme strategies to increase voice, participation and leadership of women.

We incorporate risk mitigation strategies because we know that when women attempt to challenge discrimination they face risks, including of violence and other forms of backlash. Working with women can inadvertently expose them to risks and harms, including of adding to their burden, changing power dynamics in unintended ways, and so on. This is why risk reduction should always be a cross cutting strategy in our programmes that work with and for women and should include the following.

- Robust risk analysis to foresee and mitigate any unintended harm caused by our programme activities to any person, particularly to any women or girls and especially those at increased risk or vulnerability.
- Organisational policies and practices that support safe programming, including ensuring staff and partners have an understanding of risks and what it means to 'do no harm', of women-centred programming, of meaningful access and how to ensure it, and of rights-based approaches. This corresponds to the base of the SGBV & protection intervention pyramid – see below, in blue. The

one difference is that instead of survivor-centred, a women-centred approach is used for integrated programming. Other organisational policies and practices include complaints and feedback mechanisms.

- Supporting access to services by mapping where women can access more specialised support for SGBV response if the need arises, and by putting in place appropriate signposting and providing handling disclosures training to relevant staff. See the table that follows for further guidance on this. This corresponds to the second level of the reduce risk pathway in the SGBV & protection pyramid (the green pillars below).
- Strategies in the orange pillar below (response to SGBV) are not integrated into other programme areas.

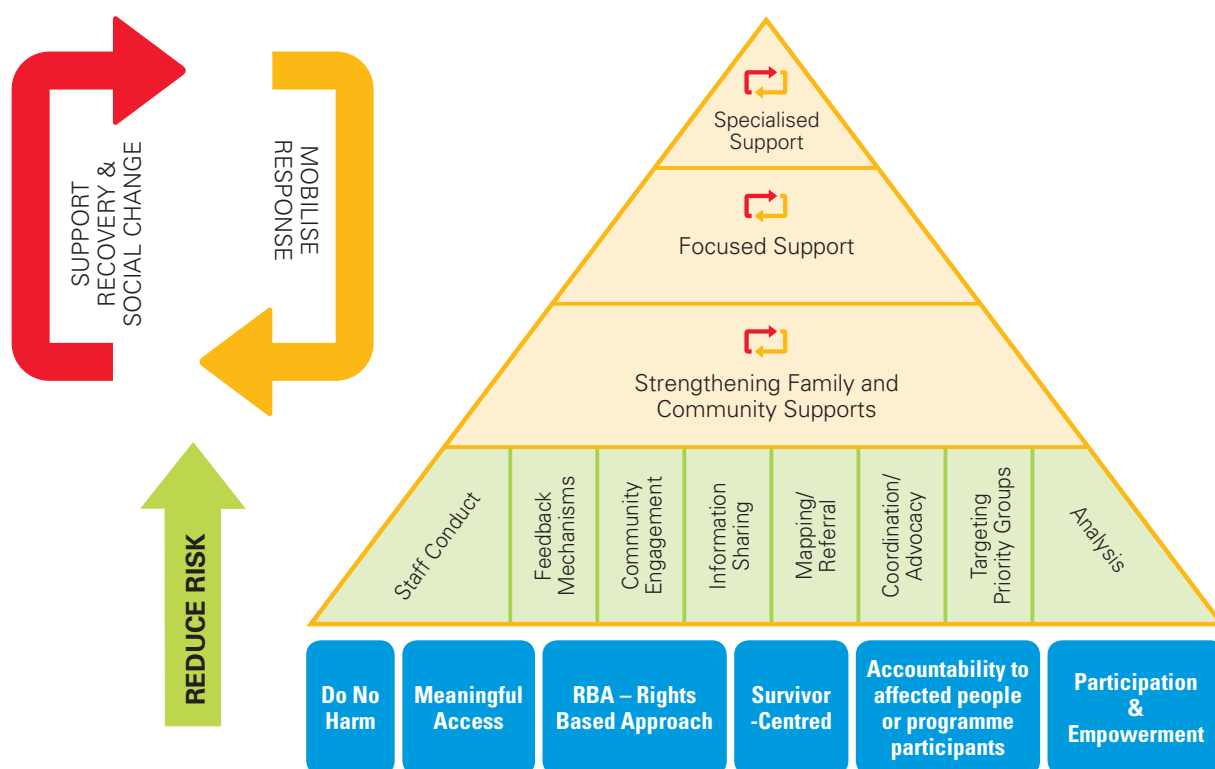
Mapping SGBV responses & signposting towards support

What this means in practice for integrated programmes is that wherever groups of women meet for programme activities, there is a focal person appointed that the women can speak to if they want to receive information about available SGBV response services. All involved personnel and volunteers should know who this focal person is and that they can speak to her privately. Additionally, information can be made available through posters on walls for example with relevant phone numbers/addresses so that the women can contact those services directly at any stage. This success of this systems is supported by:

- A mapping of available quality response services at the inception of the programme, so that we know where the services are, how they can be accessed, and that we only recommend or share info about services that are women/survivor-centred.
- Providing adequate training and support to focal persons to enable them to support women to understand the range of options available and to support her to choose the right option for her (and if the survivor requests it, to make an onward referral to a survivor centred organisation for response).

The role of the focal person is *not* to 'respond' to SGBV survivor; rather they simply listen to the women's request/disclosure and explain what is available and how to access it. If the women requests that they help her to get in contact or even to travel with them to a service provider, the focal person can decide to do this if it is safe for her to do so and if it is possible and appropriate for her to do so. The focal person should only ever signpost towards a women-centred/survivor-centred organisation with experience in supporting SGBV survivors, and not onwards beyond that. Onward referral to health, judicial, psychosocial, economic or other service providers would be done by the survivor-centred org with an expertise in this area. This onward referral would require a depth of skills and experience that non-SGBV specialists would not have.

- To support this, a minimum of a half day training course on handling disclosures can be provided to facilitators/designated focal persons. Please check with your local SGBV advisor to identify a training opportunity (or the HQ-based SGBV advisor if the role does not exist in country).



2. Participant targeting

The opportunity for further integration of SGBV prevention and response strategies lies in the **target programme participants**. What this means is that when we work with a group of women in the areas of human rights, democratic space, agricultural or climate and environmental justice, we may build in specific support mechanisms for these women (in a stand alone intervention), recognising their specific vulnerabilities with regard to SGBV risk and facilitating or providing the response where the need arises. This is *in addition* to the points above (risk mitigation & addressing underlying gender inequality, which should be part of *all programmes*). This must always be provided by survivor-centred organisations and in line with minimum standards for GBV response.

While coordination between partners can be helpful in order to share information about patterns and trends, or to signpost participants towards additional services provided by other organisations, information on specific individual cases should never be shared, as this would be a breach of confidentiality.

3. Mobilising support & creating a safe environment

Strategies to normalise women's participation and decision-making should always be integrated into programme design, as should pathways for women to seek out support services if they need them. These include strategies that address social norms about women's position, access to resources, voice, influence and participation, can remove some of the barriers to women's participation, including the risks they face by stepping outside of socially constructed gender roles.⁶ See section 4 for further guidance on strategies to create a safer and more enabling environment for women.

What might this look like in practice? Take a scenario where we are working with human rights defenders, many of whom are women (WHRDs) and who are at high risk of violence, harassment, stigma or other forms of SGBV.

⁶ In integrated programming this would not work on behaviour change/social norms to prevent SGBV; instead what we mean here is women-centred messaging that can range from small scale community conversations and information sharing about why we work with women and for what purpose, to larger scale social norms change work about women's roles and position in society.

- **If you have a G3 programme that provides SGBV response services in communities where these WHRDs also live/work:** Ensure good linkages between activities and partners (but do not breach confidentiality of women, and do not share sensitive information such as location of safehouses, etc). Do not share information on specific cases between partners but do ensure that all partners are familiar with the SGBV services available and who the provider is, and provide some capacity building on handling disclosures and basic psychosocial first aid, and if needed provide logistical support to ensure access to the services, so that where cases arise during G1 programme activities, women can be safely referred to an appropriate service provider in a way that is empowering an supportive.
- **If you have a G3 programme that does not provide SGBV response services in communities where these WHRDs also live/work:** Ensure robust referral mapping and put a referral procedure in place. Provide capacity building on handling disclosures, PFA, and provide logistical support to ensure access to services.
- **If you do not have a G3 programme:** Ensure robust referral mapping and put a referral procedure in place. Provide capacity building on handling disclosures, PFA, and provide logistical support to ensure access to services.

Key takeaways:

Do (Safe and supportive strategies)	Don't (High risk and potentially unsafe strategies)
Incorporate risk reduction strategies, based on risk analysis.	Don't assume that interventions for women will lead to a higher level of safety for women in the short term.
Establish (if not already in place) organisational policies and practices that support safe programming, including ensuring staff and partners have an understanding of risks and what it means to 'do no harm', of women-centred programming, of meaningful access and how to ensure it, and of rights-based approaches.	Do not provide direct SGBV focused or specialised support in the absence of survivor-centred partners working in line with minimum standards.
Establish (if not already in place) SGBV service mapping and referral mechanisms suitable to the skills/capacity of implementing partners.	Don't use non-specialist (i.e. non-SGBV focused/survivor-centred) partners to implement SGBV prevention or response strategies.
Encourage conversation and information sharing (trends and social dynamics) between partners operating in the same communities, including those working on SGBV, women's empowerment and other areas.	Don't share information on individual cases involving survivors/victims of violence or abuse.
Provide non-women centred or survivor-centred partners with basic training and support to enable them to listen to disclosures of SGBV if they arise and safely refer survivors to a women-centred partner/service for follow up, if one exists.	Don't support/encourage community activists or volunteers to take on the role of support-persons for SGBV survivors or to provide psycho-social or other forms of support for them.
Integrate strategies into all programme areas that will challenge harmful social norms that perpetuate discrimination against and disempowerment of women and girls.	Don't encourage non-SGBV partners to lead out on community level work that directly challenges or aims to prevent SGBV, including behaviour change processes.
Encourage all partners to include women-only spaces in their programmes, for moral and social support, for the development of women's skills and power within, and for collective action.	Don't rely on non-WE partners to implement deep reflective exercises on power and empowerment within women-only spaces with women.
Support women to access economic and social supports.	Don't try to work on addressing power and influence until women's basic and immediate needs are met.

Further and more detailed guidance and discussion on this can be found [here](#).

2.5 Evidence of women's empowerment programme integration

The following table is a useful barometer for evidence that we are moving in the right direction with this work. This is distinct from the results and impacts we would want to see for women and girls and is focused on our internal workings and programming decisions.

What would our programmes look like?	What we need to do to realise this
Activities budgeted in programmes with women-centred partners and staff members to support them.	Reflections in the budget line. i.e. including activities and resourcing in our budgets. This in turn requires: <ul style="list-style-type: none"> • Donor advocacy on why we need to invest more in individuals and communities to bring about meaningful change. • Investing extra for activities to support women with skills that support their involvement in the programme (e.g. women's education and literacy).
Increase in WCOs in our portfolio and increase in female staff in our 'regular' partners.	Active reviewing of partner portfolios (being willing to remove and change partners if necessary; flexible ways of funding and being able to work with and support new non-traditional partners).
More engagement with women's groups and existing structures where women collect and associate, as well as new women-only spaces.	Budgeting for and supporting women's only spaces, actively engaging with women's groups and movements, and pushing against patriarchal systems within our sector, e.g. the human rights global sector.
Behavioural/cultural changes internally and in partner.	Setting a non-negotiable standard for our staff and partners – both in terms of our culture and approach. Undertaking internal reflection to get us there. Evidence of gender equality embedded in our own and partner teams, including in proportion of women in technical and leadership roles.
More evidence that women's voices are reflected in programme design and planning, and as a consequence more evidence of innovations that are suitable for women.	Investment in our staff and partners- training, practical skills, budgeting for facilitation skills and close accompaniment, etc.

The following case study brings to life some of the guidance above, demonstrating a sample range of activities and strategies integrated into the programme, corresponding to all levels of the theory of change, and shows some of the impacts these strategies have. This example is of a fictional resource rights programme, but the strategies used can be universally applied. Further examples are included in [here](#).

Case study: Integrating women's empowerment strategies in a resource rights programme

The context: The resource rights programme aims to defend, protect and vindicate the access and control that local communities have over natural resources (including waterways, forests and lands cleared for agricultural use). This is happening in a context where increasingly licenses for resource extraction are being granted to large multinational companies with no local consultation or compensation schemes, and lands upon which communities depend for food, shelter and livelihoods are being rezoned as industrial zones with devastating impacts on their livelihoods, food security and future sustainability. Women in these communities have historically been excluded from formal and informal decision-making spaces and decisions about natural resources are considered the exclusive domain of men. A key aim of the programme is to support women to play a meaningful role and to influence and make their voices heard without recrimination from state actors, their local communities, or family members.

The strategies: On the basis of a detailed contextual gender-power analysis, the following activities were planned and delivered (with dedicated budget and human resources):

- i. Capacity building provided through tailored training and follow up 'on the job' support and accompaniment (with time and budget assigned) for programme partners to (a) build the technical skills required to support women's leadership and participation and (b) provide spaces for reflection about personal perceptions about gender equality and empowerment.
- ii. Working with a women-centred partner (who coordinate activity planning with the RR partners), women's groups established to promote peer support and a social safety net. Training provided to interested participants to strengthen their capacity to defend their lands – including leadership & communication training, advocacy training and literacy skills (this is in addition to technical training which they can also avail of in mixed gender spaces), and hold occasional sessions to reflect on how gender norms impact on women's access to resources.
- iii. Facilitators trained on handling of SGBV disclosures of SGBV if it arises, and focal points for provision of information on available SGBV response services appointed and trained. (A mapping of quality service providers also carried out at the programme inception so that this info is available when needed).
- iv. Practical supports costed and provided, including provision of transport and childcare for women attending training and advocacy activities.
- v. Periodic community conversations and interactive media (such as theatre activities) convened to explore gendered social norms and how they impact access to resource, including how women and men access resources differently, facilitated by the WCO and RR partner jointly.
- vi. Local women's groups linked with national women's rights networks and movements to generate practical and moral support for the resource rights movement.
- vii. A gendered analysis of rules regarding land titling and registry conducted, and an advocacy strategy developed that called for reform that is gender sensitive and that supports all members of the community, male and female, to retain access to and control over their lands.

The outcome: At the end of the programme cycle, a number of impacts were reported, including:

- Partner staff demonstrated a deeper understanding of and commitment to women's equal rights to access and control resources.
- Women participants reported increased levels of confidence, self-worth and skills necessary to advocate for their communities (such as communication, development of an advocacy strategy and public speaking). They also reported a better sense of well-being and safety attributed to the support they receive from the women-only space.
- Higher numbers of women were attending community meetings and events regarding resource rights, and a small percentage of these had become active in the movement.
- While some resistance to women's leadership and participation remained, the women reported that in general they felt their participation is accepted more than it was and that they have more influence in community spaces that they ever did before. Some women reported changes at home, with family members – including men- agreeing to them participating in community spaces even if all of their domestic work is not complete.
- While limited change had come about at the institutional level, a gendered analysis of land titling laws was presented to the district govt and district govt members have committed to consider it. With the support of a national women's platform, the pressure to bring about legislative change will continue and the programme participants continue to meet and work informally towards this end, even though the project has closed. For the first time, the community representative group that met with the district level was led by a woman.

3. BUILDING OUR COMPETENCE AND CAPACITY IN WOMEN'S EMPOWERMENT INTEGRATION

3.1 Resourcing & capacity building

Integrating strategies that support women's meaningful participation and influence in decision-making into our programmes requires solid understanding of the underlying issues and the skillsets and resources to address them. This means that within a team implementing an access to justice strategy as it might present in a land rights or human rights programme for example ('team' here meaning Trócaire and partner staff), at least some should be equipped to identify the gendered dimensions of the problem and the distinct supports that women need as part of the solution. For example, they need to know how women's experience of access to justice differs to men's and what gendered barriers they face; what the impact of this is; whether women require access to justice for the same reasons as men; and whether they need the same or different support to access it safely. They also need to understand the intersecting vulnerabilities that impact them are, for example intersecting discrimination related to their ethnicity, gender identity, sexual orientation, socio-economic status, and so on.

Assigning and providing the skilled personnel to support women's empowerment integration is one of the factors that distinguishes it from gender mainstreaming, or at least from the way that gender mainstreaming has been applied in practice. We know from experience that when we do not assign staff to guide, oversee and support work on gender/women's empowerment, it is not prioritised and gets left behind as competing priorities override initial ambitions.⁷ If we are serious about delivering on our commitments to integrate women's empowerment and have truly gender transformative programmes, we need to assign the staff and resources to do it.

In short, we need staff assigned to actively and consistently support and guide the integration of women's empowerment strategies, and we need those staff to have the required skills, competence and confidence to do this effectively, as appropriate to the scale, complexity and geographical reach of the programme. Responsibility to support women's empowerment integration should be reflected in formal staffing plans. When planning and designing programmes, we should encourage our teams and partners to reflect on their workloads and absorption capacity and to know the limits of how much they can take on. We should encourage them to reflect also on whether community members can absorb multiple interventions at once.

Starting where we are!

Do not be put off by the fact that you do not have staff dedicated to this task! It is important to start somewhere and the tools below will support that process. Resourcing for women's empowerment integration can be built on over time with HR staffing allocation/reallocation (possibly linked to new funding streams), investing in training and learning and providing leadership to promote a stronger commitment to WE. Country management teams are critical players in ensuring successful integration of women's empowerment strategies, given the role of the CMT to create space of new innovations, to support training and learning and to recruiting and assigning the right programme staff to the role. For reference, a case study on strengthening institutional capacity on women's empowerment integration in Guatemala is available here. The case study recounts some of the steps taken by the Guatemala team between 2016-2019 and the lessons learned during that process.

⁷ "Within the programme teams, the thematic advisors are supposed to review programme documents from a gender lens, but the extent to which this is happening seems unclear. This could be an issue of capacity, but also an issue of a lack of accountability mechanisms or lack of clarity in terms of who is ultimately responsible for ensuring gender is mainstreamed in programmes: country level line management, or thematic advisors," (Trócaire, Gender Equality Audit, January 2014)



Top tips for country management teams:

- Lead the way by making women's empowerment integration an institutional and programming priority, reflected in internal policies and culture, as well as in proposal design.
- Equip the team by recruiting or making a plan to build women's empowerment capacity.
- Invest in women (budget allocation, sign off, approvals) - if we don't invest; WE will not progress!
- Seeing is believing: make WE visible in projects, grants, budgets and results.
- Ask for help – country teams, and their managers, won't always be experts in this area and not expected to be. Support is available to support you and your teams through the programmes team.

Knowledge

Budgets

Personnel time

Dedication & commitment

***Internal staff
capacity-building and
development***

***Recruitment
practices***

The tool that follows can support country teams (and managers) to critically appraise internal capacity and support needs and the box that follows includes some suggested starting points to build that capacity.

Self-assessment tool for country team to assess resourcing of, and capacity to support, women's empowerment programme integration

This tool prompts critical reflection of:

- Coordination/leadership needs (is there a need for different coordination or management systems to ensure that WE remains a priority for staff assigned to drive it, or to support it from behind)?
- Staffing (who is assigned to what, and where are the gaps), and
- Skills-sets (do team members have the appropriate technical capacity to support and guide WE integration).

It should support country management teams to identify gaps and challenges, and to identify their starting point, from where plans can be made to deepen capacity, skills and resources in order to meet programme goals around women's empowerment.

It can be adapted for use with partner teams. Particular consideration should be given to the roles of relevant POs within partner teams and how they interact with community resource people (trainers, facilitators, extension workers, etc). It is important to ensure that the skillsets and resources are available up and down the line, from Trócaire team to community level.

	Yes	No	Comment
1. Leading the way through coordination & leadership			
Does the country management team actively promote a culture of inclusion, active participation and leadership of women? Is there a visible and well articulated commitment to doing that in programmes too?			
Do coordination mechanisms within the programme team ensure complementary, consistent and streamlined support for women's empowerment across the programme?			
Does the CD/ PM consider the integration of women's empowerment in project/programme proposals when approving them on salesforce?			
<p><i>Discussion or reflection questions:</i></p> <ul style="list-style-type: none"> • Does the staff-member (staff members) responsible for integrating WE into other programme areas have a collaborative working relationship with fellow POs working on those goal areas? Consider current work practices and workloads and whether it is likely that they will be able to provide joint coherent support and accompaniment to partner teams, or whether there is a risk of disjointed and ad hoc advice. • Does the staff-member (staff members) responsible for integrating WE into other programme areas have a collaborative working relationship with partner organisations and is it likely that their advice will be taken on-board and implemented? 			

	Yes	No	Comment
2. Equipping the team by recruiting staff & assigning responsibilities <i>It might not be possible to have a staff member dedicated to women's empowerment integration. These questions should support you to think through what your staffing gaps are and how to address them.</i>			
Is responsibility to support and drive the integration of WE across other programme areas assigned to one (or more) staff member?			
Has this role and function been considered and reflected in programme budgets and team annual plans?			
<i>Discussion or reflection questions:</i> <ul style="list-style-type: none"> • If the role is assigned to a post-holder, what other responsibilities does this person have (i.e. are they also responsible for G3 programming or for programming in another goal area)? • Does the person/people responsible for driving and supporting WE integration have adequate time and skills to dedicate to this task? (If the responsible post-holder is the thematic PO for another area, consider the time available to them and whether it is realistic that this work will be prioritised; If the responsible post-holder is the gender/WE PO, consider whether their workload allow them to invest in other programme areas.) • Does the team member responsible for WE integration review and have opportunity to engage with project proposals and reports, and how involved are they in project and programme design? 			
<i>Discussion questions regarding programme team's support to partner organisations:</i> <ul style="list-style-type: none"> • Is regular on-the-job technical support and accompaniment provided to partner teams on WE integration? How regularly does this happen and who provides it? • Is regular on-the-job technical support and accompaniment on WE provided to community resource people? How regularly does this happen and who provides it? 			
2. Building our internal base by investing in skillsets & competence			
Is expertise and competence on supporting women's empowerment prioritised during interviews for positions within the country office, e.g. for other goal areas, MEAL roles, etc?			
Is there a specific budget for staff trainings on women's empowerment?			
<i>Discussion or reflection questions:</i> <ul style="list-style-type: none"> • Does the staff-member (staff members) responsible for integrating WE into other programme areas have the depth of understanding required? Do they have the skills and toolkits required? See 'WE Core Competencies' for details. • Is time made for training and information awareness sessions within the office – how often do these happen? Who leads them? Do they provide practical solutions? • Do programme officers working on other thematic areas have the opportunity to adequately upskill in WE: online trainings, attending courses, shadowing the women's empowerment programme officer (with budget available for this)? 			

Resourcing & capacity building tools	Description & use
Self –assessment tools	
Self-assessment tool for CMTs to assess country team's resourcing of WE integration (above)	To support CMTs to critically review their team structure to assess whether adequate human resources are available to integrate WE and whether those assigned with the task need particular support.
<u>Gender transformative audit</u>	Supports programme team to consider whether programme strategies are truly gender transformative and to identify areas for further consideration.
<u>Annex A. Trócaire essential competencies for working on women's empowerment</u>	Describes the skills and competence that Trócaire staff, partner staff and community volunteers engaged on WE work should have; can be used to identify any gaps in current team or during recruitment.
Training & capacity building tools	
<u>Gender online course mapping</u>	This excel sheet includes a list of available training courses available online, which team members might want to complete as part of their own self-learning. The list is not up to date.
<u>Masidama core skills training: Exploring our own attitudes</u>	This is a 3.5 day attitudes and beliefs training for facilitators to support them to deliver social norms change work in communities. It is specifically designed for the Sierra Leonean context but can be readily adapted for, or used in, other contexts too.
See also the toolbox in section 2.3 that includes tools to support skills building in listening, facilitation and supporting participatory processes.	

3.2 Partnerships & building women's voice and leadership in civil society

We cannot talk about resourcing and competency to implement high quality programmes that support women's empowerment without talking about what partners we work with and how we work with them. Working with women-centred partners is an efficient and effective way to ensure that women's perspectives inform our programmes and that our strategies are appropriate and in line with best practice; and selecting the right partners and partnership model is not just about ensuring expertise, but also about avoiding over-burdening of communities and partner teams.

Women-centred organisations are civil society organisations with an overt women's and girls' rights, women's empowerment, gender equality and/or feminist purpose. Women-centred organisations are led by women, in that they are governed and directed by women, or their leadership is made up of women in the majority. This doesn't mean working with *only* women-centred organisations but does require some thought about how the expertise and skillsets of one partner can add value to the work being done by others. For example, some of our partners working on market system strengthening may not be women-centred (in that women's rights is not their fundamental purpose but might be about realising socio-economic rights for all), but in our programme we may complement their activities with interventions and supports delivered to the same participants by a WCO, or we may solicit input from the WCO in the design of the programme in the first place. Over time, your proportion of WCOs should ideally increase, as should the proportion of funding going to them, in line with the commitments made in our strategic plan 2021-2025 and institutional commitments made under the Call to Action.

Conversely, we cannot expect organisations that do not share **a commitment to gender equality** to work towards transforming gender power relations, so where resistance arises, the country management team should reflect carefully on whether to continue with a partnership relationship. Commitment is often more important than competence. We can build capacities, but where the shared commitment to ending discrimination isn't there, we risk programming in a way that enables the status quo to continue.

3.2.1 Building capacity

In situations where you do not have a specialist women's empowerment partner or WCO, it may not be suitable to engage in activities that encourage critical reflection on gender-power dynamics within the community. This is because this work requires the appropriate skills and safeguards that would not reasonably be expected of non-specialist partners. We have a number of options to consider in these cases.

1. It is possible (and encouraged) to **proceed with other activities including women's only spaces** designed for another purpose, such as women's saving groups, or farmers groups, or groups established to provide moral and peer support. Within these groups, you may want to openly discuss and challenge unequal power dynamics, but without encouraging deep introspection that might result in distress for some women.
2. We can look to **build capacity and competence**. Be wary thought of an overreliance on training on women's empowerment or gender equality agenda, or on advocating that partners target more women in their activities, in the absence of a rooted commitment from the partner. This can result in overburdening of partner staff, and a dilution of overall quality of programming as a result. Training alone will not build commitment. It can also result in core women-centred messages about power and disempowerment being lost and replaced with messages that reframes women's position but without affirming their rights and increasing their power. (Examples include messaging that calls for women and men to make joint decisions at home, to increase the financial wellbeing of the whole family, but without reference to women's rights and agency; or messaging that challenges acceptance of SGBV but attributes its causes to lack of education and intra-couple conflict, instead of to patriarchal structures and power inequalities.) To reiterate again: if partners or prospective partners have a strong and consistent commitment to tackling gender inequality and a belief that gender inequality is a global injustice, then they can be supported with skills-building and mentoring to expand their toolkits. In the absence of these core beliefs, however it will be futile to invest heavily in training and skills development.
3. Sometimes practitioners are daunted by the complexity of some of this work, knowing that it can lead to pushback and resistance in communities where they work. This is where **support and accompaniment** plays a crucial role (refer to Section 2.3).

The following table includes detailed information and guidance on women-centred organisations and tools to assess existing and potentially new partners and programming.

Tool	Use
<u>WCO definition checklist and guidance</u>	This folder contains the definition of 'Women-centred organisations'; used by Trócaire, a checklist to assess whether partners/potential partners are women-centred or not, and some guidance on how to strengthen our support to women-centred organisations.
Competencies to work on WE- Annex A of WE Integration framework	This checklist can support country teams and partner teams to reflect on their internal staff capacities and competencies regarding women's empowerment programming and integration and to identify areas for learning and development. An internal reflection process can be facilitated by the team itself. Likewise, partners can use the tool to conduct a self-assessment, or Trócaire staff can use the tool to conduct an external assessment. The tool will highlight competencies currently absent, which can prompt further discussion about capacity building or addressing skills gaps. The tool can also be used to support development of job descriptions or for interview processes.
<u>Rapid assessment</u> – questionnaire on commitment to address women's empowerment	This set of questions can be used by Trócaire teams to conduct a rapid review of partners that are not WCOs, but that might have a strong commitment to WE/gender equality nonetheless, to assess strengths and gaps.
<u>Trócaire gender audit manual</u>	A tool to conduct a gender audit. A gender audit process is a systematic process of looking at the organisation, systems, procedures and staff, to get a clear picture of commitment to, and actions towards, achieving gender equality. The findings should make clear what level of commitment and understanding exists, and what skills, resources and capacities staff have. This manual provides more information about how to conduct a gender audit, including (i) Who does it (team composition and roles and responsibilities), (ii) Methodologies (documents to review, measurement tools, qualitative methods including interview and focus group discussion tools), and (iii) Presentation of findings and where you go next.
<u>Partnership models</u>	Provides examples of different partnership model structures, with potential pros and cons for each. May support thinking at programme design stage.

4. CATALOGUE OF STRATEGIES & RESOURCES

Below is a catalogue of strategies and activities that can support women's empowerment. The strategies are listed according to the 'level' they would typically align to (individual to institutional). The purpose of this section is to resource programmes teams and partner organisation teams to consider the range of possibly useful strategies and complementary activities and to consider their suitability for their programmes. Some of the strategies are included in more than one 'level' and this is because there is often a blurred line between the different levels, and some strategies apply across a number of levels. There is more focus throughout this framework on strategies that address the individual and community levels, because experience tells us that a wider range of strategies at these levels is often required to meet our objectives. Strategies at all other levels are also critically important however to bring about our organisational vision for women's empowerment.

In all cases, strategies, activities and tools should be contextually appropriate, so consider this list below a starting point only. To adapt tools to your context or to design new tools, please feel free to request support from the WE advisors. On each table, the broad strategies are listed, along with some examples of how to realise them in practice and some considerations and sample tools to apply.

4.1 Individual level strategies

Strategies to support women at their individual level include practical supports to ensure that women can access and contribute to decision-making spaces and programme activities, to reduce their burden, or make programmes better suited to their needs; and, spaces and services to support women's power within (e.g. building confidence and self-esteem, which can contribute to women feeling able to participate actively), power to participate effectively (e.g. providing practical skills and training courses), and collective power (e.g. to promoting and supporting women's collective action and peer support).

Strategies	Activities & considerations for application	Tools & guidance
A. Practical supports to enable women's participation		
Addressing women's workload, including care burden	<p>How?</p> <ul style="list-style-type: none"> • Making women's workload and the gendered division of labour within households and family visible. • Providing financial or other support for childcare, farm labour and/or transport, if that is necessary for women to participate in project activities. • Service provision to address women's immediate needs and labour constraints, e.g. water supply. • Innovative technology that works for women and men (particularly relevant for water, agro-ecology and livelihoods programmes). • Labour saving technologies & tools that women can use in their homes or their work (particularly for rural farming women) that reduce their overall workload. • Strategies listed under household/family section below (3.2) that address gendered division of labour can also support women's individual participation. 	<p>See tools in gender-power analysis</p> <p>Rapid care analysis Oxfam</p>

Strategies	Activities & considerations for application	Tools & guidance
A. Practical supports to enable women's participation		
Addressing women's workload, including care burden	<p>Considerations:</p> <ul style="list-style-type: none"> Consider women's workload and plan our meetings with them around their schedule. Consider how to balance the benefits of participating in project activities (e.g. being better able to address basic needs) with the risks of adding to women's workload (overburdening women by adding their overstretched workload through their involvement community decision-making). Consider the increased energy needs/demands/work hours for projects associated with production, such as agro-ecology, water supply and processing projects. Ensure complementary strategies are put in place to reduce workload in other domains of women's lives if increasing it through project activities. Consider which community structures to support/engage with: Do women value these spaces? Do they feel listened to in these spaces? Can involvement in these spaces lead to outcomes that women want? Consider the potential gendered impacts (positive and negative) of using time and labour saving technology and take relevant steps to mitigate negative consequences. Experience tells us that time-saving technology can result in encroachment of men into traditionally female roles, for example, grinding of millet or production of shea butter. Therefore, efforts to increase access to assets and appropriate new technologies should be coupled with efforts that increase sensitization of gatekeepers and increase the negotiating power of women.¹ 	
Address basic needs, including SGBV response	<p>How?</p> <ul style="list-style-type: none"> Recognising that whenever space is created to explore issues that are important to women, and in particular women's power and disempowerment, we are likely to hear of cases of SGBV, work with your women's empowerment/SGBV colleagues/partners to map quality service providers within geographic reach of project activities that you can refer women to. If it does not exist, developing a referral pathway for SGBV cases encountered during project activities and providing basic training to community workers/facilitators to hear and refer disclosures safely. Addressing basic needs such as food security, health and shelter before introducing WE strategies. 	

8 For more discussion on this see Mercy Corps, "Rethinking Resilience: Prioritizing Gender Integration to Enhance Household and Community Resilience to Food Insecurity in the Sahel," <https://www.mercycorps.org/sites/default/files/Mercy%20Corps%20Gender%20and%20Resilience%20September%202014.pdf>

<p>Plan meetings, events and activities to accommodate women</p>	<p>How?</p> <ul style="list-style-type: none"> • Timing of events: scheduling meetings & activities at times that are convenient to women. • Location: Meeting at a location that is accessible to women and where it will be socially acceptable and comfortable for them to attend. • Transport: providing transport if the absence of transport is a barrier for women's participation. • Set-up: Providing spaces that are safe and comfortable; this goes beyond venue selection but might also include: <ul style="list-style-type: none"> a. having spaces for women only; b. female and/or male facilitators; c. a space where privacy and confidentiality can be maintained; d. providing space for women to breastfeed and potentially selecting spaces that are suitable for young children to be e. budget for Childcare at events. f. food provision at events • Designing training events to meet women where they are, including: <ul style="list-style-type: none"> a. Reducing focus on written material for women that are not literate b. Focus on experiential learning (learning by doing and experiencing) rather than on theoretical and classroom based. c. Using images and resources that depict women in positions of authority and control (and that therefore challenging self-limiting beliefs). d. Running women-only training sessions if that is likely to promote more active participation and attendance. e. Providing tools and resources that can be accessed by women at times and locations suitable to them, e.g. providing MP3s that women can listen to together rather than relying on agricultural extension workers. f. Ensure that facilitators are attuned to gender stereotypes and can actively engage women and men equally during training sessions. g. Promote the recruitment of female agricultural extension workers and facilitators. h. As much as possible, provide training in the first language of participants. Be aware that women are less likely than men to speak a second (national) language. Where this is not possible, budget for interpretation and translation. 	
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Plan meetings, events and activities to accommodate women	<ul style="list-style-type: none"> Mitigating risks (and considering them in the first place) associated with women's participation, such as impact on other women/girls/children in the family, e.g. daughters – or co-wives in polygamous households- not attending school/work because they take up the role formerly played by their mothers/co-wife. <p>Considerations:</p> <ul style="list-style-type: none"> Consider household work, care responsibilities and other commitments that women have. Consider nature of planned discussions and whether women-only space, privacy, etc will be required. 	
B. Income generation and economic empowerment		
Supporting women's livelihoods & economic empowerment	<p>How?</p> <ul style="list-style-type: none"> Providing vocational training and support in areas of interest to women. Supporting small-scale entrepreneurial work in the informal sector and formal sector. Supporting capacity-building opportunities for women-led producer groups and cooperatives (which tend to be more informal and have fewer resources than male-led groups). (This should be supported by work to address social norms that impact on women's access to resources). Recruiting and supporting mentors for women entrepreneurs. Investing in group enterprises to bring credit within reach of women; Utilising technology and innovative methods to improve women's access to information on pricing and markets. Integrating gender analysis in value-chain analyses, Reducing care burden and time spent on domestic chores as a key strategy to make time available to women for economic participation. <p>Considerations:</p> <ul style="list-style-type: none"> Solicit women's views and assess their areas of interest before deciding (and committing to donors) what types of training and enterprise to support. Consider the market viability of proposed livelihoods activities and support women to identify high-returns enterprise development; resilient nutrition-focused farming; community savings; etc (as appropriate). Be aware that some project activities can have the unintended consequence of encouraging women to enter low-paid sectors with poor conditions, or unable to make optimal use of the fruits of their work (including to make decisions about financial expenditure or use of produce). Consider whether WEE/income-generating activities can be an entry point for socio-political empowerment. 	<p>Oxfam's learning hub on women's economic empowerment</p> <p>Oxfam's GEM (Gender Enterprise Market) Toolkit</p> <p>Oxfam's GALS</p> <p>Action Aid, Gender Sensitive Access to Markets: A training handbook</p> <p>(Tools for above are stored here)</p> <p>Trócaire Guide to Managing economic empowerment projects</p> <p>Oxfam's women's economic leaderships methodology</p>

Supporting women's livelihoods & economic empowerment	<ul style="list-style-type: none"> • As with any strategy, consider the costs and benefits. Financial independence can help to increase women's self-esteem, can provide women with the means to leave an oppressive relationships, as well as help contribute to the overall household's financial security. However, supporting economic empowerment (such as export cash cropping) may also overburden women with an additional heavy work load, create tension within the household if men in the household feel undermined by women's success, and may place women in further debt if their enterprises fail. Consider and take steps to mitigate these risks using complementary strategies so that projects result in more equitable control over household resources and do not reinforce gender norms (i.e. women engaging in small scale enterprise and also still doing most of the farm work while men continue to reap all the profits). 	Trócaire Markets Learning Review (2018)
Selecting strategies most suitable for women	<p>How?</p> <ul style="list-style-type: none"> • In agriculture programmes, choosing models of agriculture that are accessible to women, including: <ul style="list-style-type: none"> – Self-sufficient and mixed farming instead of monocultural, commercial farming. – Prioritising local crops and animals, which women tend to know more about. – Enrichment of land, water and biological diversity to promote further opportunities. – Promoting women's ownership and control over biological diversity, including enterprises from special they have specialist knowledge about, such as shea butter and baobab. – Promoting tools and technologies that are suitable for women, including: <ul style="list-style-type: none"> – Assessing whether tools will be physically or culturally difficult for women to use (consider typical differences in women's height and strength). – Exposing women to the range of tools available and inviting their feedback on which work best for them. – Selecting tools with low or no recurring costs, as women often have less access to cash. (Consider solar and wind powered tools instead of fossil fuel-powered, and prioritise locally made tools whose parts can be replaced cheaply and locally). – Tools to consider here include- hand tools, winnowers, shellers, water pumps, bicycles, mincers/grinders, animal traction and transport equipment, animal housing, and others. 	

C. Supporting women's power within through women-only spaces		
Establishing & support women-only spaces	<p>How?</p> <ul style="list-style-type: none"> Facilitating session to provide collective support (emotional, psychosocial, moral support or peer support). Providing facilitated spaces in which can raise their collective consciousness about issues that matter to them, through supported self reflection, and connect their experience with power and gender relations. Providing practical supports to women to enable them to join women-only spaces, for example a starter grant to join a savings group, or childcare support. <p>Considerations:</p> <ul style="list-style-type: none"> Allow women to build confidence and skill sets at their own pace; avoid prescribing targets. Build social capital – support women to develop and sustain the networks that make them individually and collectively more resilient to shocks/stresses/violence/other events they experience individually or as part of a household, as well as building their collective (community) resilience (see discussion box below). Only focus on critical consciousness-raising or power when you have a specialised WE partner that can confidently support that work; otherwise, use your women-only spaces to build social capital and to work on technical skills. Be mindful of power dynamics within spaces, and ensure that unequal power dynamics outside of the space are not replicated within it. 	<p>Trócaire guidance note on supporting women only spaces</p> <p>Collective reflection on power and barriers – suitable for women's groups</p> <p>Linking power to social relations</p>
Supporting skills building in technical areas	<p>How?</p> <ul style="list-style-type: none"> Providing technical training and skills building in areas of interest/ relevance to the women and the programme, to support confidence building and capacity to participate. Technical skills should focus on the themes of the overall project and should include skills that give women confidence, a reason to move around within their community and to engage with others, and that will support them to contribute to programme activities, e.g. learning to use communications equipment, developing facilitation or training skills, etc. Providing training on statutory and customary law so that they can claim their rights to land and other resources. <p>Considerations:</p> <ul style="list-style-type: none"> Women-only spaces can be used to support technical skills building, peer support and therapeutic interventions, and so this strategy can be considered in combination with the one just above. These sessions, as well as technical training, can be integrated into existing groups/spaces, e.g. farming groups, self-help groups, DDR committees, etc. but be aware that running too many different activities will be a draw on women's time and might have negative consequences. 	

Therapeutic interventions	<p>How?</p> <ul style="list-style-type: none"> Connecting programme to therapeutic interventions, and including these in the programme. <p>Considerations:</p> <ul style="list-style-type: none"> Therapeutic interventions that focus on confidence building, support to self-esteem, or healing should only be delivered by women-centred organisations with the required specialised staff and competence. 	
D. Building women's skills, competencies & access to knowledge/information		
Leadership & advocacy training	<p>How?</p> <ul style="list-style-type: none"> Providing leadership training to women programme participants. Providing facilitation training to women interested in playing a role within community spaces or interested in become CRPs/community workers. Encouraging leadership in informal spaces, as this is often where women will develop the confidence and skills and put themselves forward for leadership positions in formal spaces later. <p>Considerations:</p> <ul style="list-style-type: none"> Consider whether women's leadership training would support an increase in the participation and influence within mixed spaces. These sessions, as well as technical training, can be integrated into existing groups/spaces, e.g. farming groups, self-help groups, DDR committees, etc. but be aware that running too many different activities will be a draw on women's time and might have negative consequences. Provide facilitation training to partner staff and volunteers to model good practices in community spaces and to equip them to deliver leadership & advocacy training activities. (See tools in section 2.1 & 2.3 above to support skills building of teams). 	<p><u>Building leaderships skills for women</u></p> <p>CREA, Achieving transformative feminist leadership toolkit</p>
Mentoring & practice building	<p>How?</p> <ul style="list-style-type: none"> Mentoring women leaders or aspiring leaders using CRPs, partner staff, other women in the community. <p>Considerations:</p> <ul style="list-style-type: none"> Consider whether training courses provided would have higher value if supplemented by follow on mentorship for the women participants. 	

<p>Access to information, communication and self-education opportunities</p>	<p>How?</p> <ul style="list-style-type: none"> • Conducting an analysis in advance to understand how women access information (see tools and detailed guidance in section 3.4 of the gender-power analysis annex (annex B)). • Providing access to information and forms of communication, such as literacy or access to resources/spaces. • Promoting and supporting women's access to information, means of communication and self-learning opportunities, including mobile phone literacy, radio ownership, access to market prices, technical information, weather information, general literacy. <p>Considerations:</p> <ul style="list-style-type: none"> • Understand before we start how women in the communities access information, and consider the different needs and capacities of women to access information in different forms (i.e. what are their literacy and numeracy levels, and are partners cognisant of this when doing trainings). • Ensure that where training/information is provided, it is delivered in a medium that is suitable for women. Consider gendered preferences around accessing information. For example, women may prefer local community groups, markets and churches (traditional gathering places for women), while men may prefer radios, newspapers and local council meetings as main platforms for obtaining new information. Knowledge and information delivery channels need to be analysed in relation to community and household power balances in order to reach all population groups. • Consider ownership of communication technology; for example access to radios: Do women own/control use of radios (bear in mind that there may be a radio in the house but it may be men who control what to listen to and may favour other shows, particularly if it is women that are concerned about weather forecast given their role in farming; bear in mind that men may also carry the radios with them and so they may not be in the house). If they have access to a radio, do they have time to listen to it, and when? • Consider the emerging impact of climate change on community's ability to predict weather, crop impacts and on so. This might mean they have particular information needs regarding weather forecasting. • Consider whether providing women-only spaces can support their access to information. • Explore creative methods, for example a pod-cast 'book club' where women get together to listen to a pod cast about the subject matter and then discuss it among themselves- could be an empowering exercise; or a village resources space/centre where computers, internet, and visual and audio materials readily accessible. • Consider the impact of over-reliance on agriculture extension officers and the gap in self-education opportunities. Where these are used, assess what proportion are women and what supports they need. Encourage partners to recruit female technical staff in programmes and to put in place budgets for capacity building for new female recruits, and WE budgets for training the partners in labour equality laws and personal behaviour. 	<p><u>Gender-Power Analysis,</u> section 3.4</p>
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Technical training and skills building	<p>How:</p> <ul style="list-style-type: none"> • Targeting women as participants for training in key and influential areas and roles. • Training on areas that would support women to build technical ability as well as confidence, as relevant to the programming, such as advocacy, cooperative management, literacy or financial literacy. <p>Consideration:</p> <ul style="list-style-type: none"> • Focus on training needed to bring women's technical skills up to at least the same level as men's. Technical skills might include resource mapping in a land rights project, or knowledge of markets in a livelihoods project, or knowledge of the national legal frameworks in a human rights project. • Training/workshop content should relate closely to the thematic focus of the project and its overall objectives, e.g. for example if the project work with cooperatives, then the training might cover cooperative management and functioning. • Consider training women as trainers for their peers; farmer-to-farmer trainers, etc. 	
E. Reducing risk		
	<p>How?</p> <ul style="list-style-type: none"> • As a core part of programme planning, ensure a risk analysis has been conducted and risk mitigation measures put in place to support women to avoid risks of all types of harms, including SGBV, discrimination and other unintended negative impacts. • Integrate social norms change work at the community level (see section 3.3 below). <p>Consideration:</p> <ul style="list-style-type: none"> • See section 1.4 for discussion. • Ensure you capture risks and vulnerability in your analysis. • Embed a code of conduct internally. 	



Discussion: Women's resilience & access to information – the role of women-only spaces

Women's and girls' social capital can be strengthened by providing opportunities to build bonds through "safe spaces" and support networks; to connect with groups and networks across and outside their communities; and to link with informal and formal governance structures. Activities that build bonds and connect women's networks can be especially important in enabling individuals, households, and communities to respond to shocks and stresses.⁹

Value of safe women-only spaces:

- Allowing relationships to build: time and space to gather, to seek support and stay informed. This can be critically important during shocks when women and girls rely heavily on their social ties to cope with disturbances and fill gaps in the absence of state and private organizations.
- Connecting people and establishing networks: This includes connecting male and female savings groups or co-ops within a village, or programming that provides opportunities for women's producer associations from nearby villages to connect through information exchange and market programs. "Programming that increases women and girls' social capital can enhance resilience by expanding their access to external knowledge, skills, and information; facilitating the adoption of new technologies; and helping them reach new markets – all of which can enable them to better adapt to shocks and stresses."
- Connecting women's groups with allies and peers: Groups that exist at the local level only may be able to survive but will have difficulty in evolving and influencing beyond their local setting. Linking them with potential allies requires the creation of inclusive community structures that equitably engage men, women, girls, and boys.

For guidance on establishing and supporting women-only spaces, see [here](#).

⁹ Mercy Corps, "Rethinking Resilience: Prioritizing Gender Integration to Enhance Household and Community Resilience to Food Insecurity in the Sahel," <https://www.mercycorps.org/sites/default/files/Mercy%20Corps%20Gender%20and%20Resilience%20September%202014.pdf>



Discussion: Women, resilience & access to resources

Discriminatory gendered social norms can prevent certain groups from responding adequately to shocks, stresses and uncertainty. For example, men might refuse to participate in income-generating activities that are normally assigned to women, even if these are the only available activities after a shock; or women may not access information about weather forecast if this information is available only in spaces traditionally closed to them. These norms therefore can “trap individuals and societies into rigid patterns that make the less flexible, less adaptable and thus more vulnerable to risk, stresses and changes.” Shifting gender-power relationships therefore can transform the rigidity that limits resilience capacity.¹⁰

Many women that we work with are heavily dependent on natural resources, yet they “lack the information, decision-making power, and influence that is necessary to adapt to the effects of climate-related disturbances and ensure conservation of natural resources. Unequal access to and control over productive and financial resources limit the ability of women and youth to adapt to shocks and stresses. As a result of limited access to credit and control over productive resources, women are often less able to diversify or utilize improved varieties of crops and small livestock that are better able to withstand drought or pests. They also face major barriers to technical assistance. For instance, extension services are typically male-dominated, in part due to women’s limited mobility, which may impede their access. Additionally, women, who typically own small plots of land, often don’t have access to technologies that are tailored to their needs and that can reduce their workload.”¹¹

Key strategies to address these barriers include improving women’s access to and control over productive inputs (land, financial services, agricultural tools, etc.), resources, and technologies to contribute to greater resilience in the face of shocks and stresses. This in turn may require a number of enabling strategies that address the norms and systems that perpetuate women’s exclusion from decision making and denial of access and control.

4.2 Household/family level strategies

Without support and facilitation of families, partners and household members, women can be significantly hindered in moving forward within a project and or in their lives generally. Resistance from family members or pressures on women to complete all of their existing ‘duties’ along with the work associated with the project can significantly obstruct them. We need to understand the dynamics at play within households, including understanding social norms that typically dictate roles and responsibilities, and division of labour and decision-making power, within households. For women to be supported they and their close family members need to – with time- recognise those norms and dynamics and seek to live in a more equitable dynamic. This requires that we use reflective methodologies, delivered by facilitators with deep understanding of the issues and excellent facilitation skills.

Household/family level strategies include: Addressing access and control over resources and assets in households and families; Promoting equitable division of labour (particularly addressing women’s burden of care and responsibilities) and decision-making dynamics in households and families; and Mobilising support for women from family and household members.

¹⁰ Oxfam, “Gender justice in resilience: Enabling the full performance of the system,” 2017.

¹¹ Mercy Corps, “Rethinking Resilience: Prioritizing Gender Integration to Enhance Household and Community Resilience to Food Insecurity in the Sahel,” <https://www.mercycorps.org/sites/default/files/Mercy%20Corps%20Gender%20and%20Resilience%20September%202014.pdf>

Strategies	Activities & considerations for application	Tools & guidance
A. Practical supports to enable women's participation – addressing care & domestic burdens		
Addressing women's burden of care & ability to participate in activities outside the home	<p>How?</p> <ul style="list-style-type: none"> Supporting couples/families/households to analyse and reflect on division of labour (including decision-making responsibilities) and plan for more equitable sharing of roles and responsibilities. <p>Considerations:</p> <ul style="list-style-type: none"> See individual-level table above: considerations regarding practical supports to enable women's participation. 	<p>24 hour clock</p> <p>HAF Gender activity profile</p> <p>Oxfam's rapid care methodology</p>
B. Supporting women's decision-making power, access to resources and influence within households/families		
Addressing access and control over resources; and gendered decision-making roles within the HH	<p>How?</p> <ul style="list-style-type: none"> Engaging family members through community level sensitising/meetings, at which partners and family members of participants are invited to attend. In projects involving processing/production, promoting women's retention of ownership and control across the value chain (i.e. avoid a situation where women take the lead on production at home, but men take control of value addition, sale and investment of profits). This might be supported by: <ul style="list-style-type: none"> Women only interventions Actively supporting women to play leadership roles in cooperatives, and support cooperative leadership to solicit and consider the priorities of women members. <p>Considerations:</p> <ul style="list-style-type: none"> CRPs and partners delivering reflective methodologies should have a deep understanding of power, disempowerment and gendered social norms, and should be skilled at facilitating discussions about these topics. Recruit male and female facilitators so that men only spaces and women-only spaces are possible. Ensure messaging in men only spaces is informed by women's needs and priorities. Where 'negotiation' or communication with family members is needed to facilitate 'permission' for women to attend project activities, meet with family members regularly and not be a once-off. 	<p>Oxfam Gender Action Learning System (GALS)</p>

C. Mobilise support for women & challenge harmful social norms

<p>Mobilise support for women & reduce backlash risk for women participating in projects</p>	<p>How?</p> <ul style="list-style-type: none"> • Producing written, visual or audio material and explore avenues to publicise information about the project to ensure that families/partners know its value. This might include conducting open days for partners to showcase what the project does. • Working with change-makers/role models who can influence those around them in informal ways (peer to peer) and through their established influence (e.g. in the case of religious leaders or traditional leaders). • Supporting community level sensitisation sessions involving men, women and leaders. • Addressing construct of masculinity through women-centred methodologies. (NB- if considering using new methodology to engage men/address masculinities, please inform the programmes team WE advisors in HQ). <p>Considerations:</p> <ul style="list-style-type: none"> • Ensure/provide skills building to ensure that facilitators have competence to roll out participatory and reflective methodologies and continue to provide support during the lifetime of the roll out. • Plot these activities through the lifetime of the project, as support for women can rise and fall over time. • When addressing issues of masculinity, do not directly engage known perpetrators of SGBV with a view to changing their behaviour. Prioritise engaging men to work with allies and potential allies, and not to change behaviour. 	
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4.3 Community level strategies

Individual and family/household level strategies can support women to enter into decision-making spaces and roles and to have the skills and capacities to be effective in them. However, without social acceptance of women in leadership positions, or taking part in decision-making, they may find they have no influence or acceptance within these spaces. This is why we incorporate community level strategies into our programmes. Community level strategies include: Supporting women to meaningfully participate, contribute to and influence in community spaces; Challenging harmful social norms change through various activities and community level interventions; and Supporting collective action and women's movements.

Strategies	Activities & considerations for application	Tools & guidance
A. Supporting women's decision-making power and influence in community spaces		
Collective power mapping/analysis	<p>How?</p> <ul style="list-style-type: none"> See gender-power analysis for guidance and tools. <p>Considerations:</p> <ul style="list-style-type: none"> Exercises to understand power dynamics should be done with the purpose of using this information to decide which key decision making spaces are the most important to engage with. 	See power analysis annex for tools and resources.
Address inequitable norms related to committee establishment & management	<p>How?</p> <ul style="list-style-type: none"> Adapting systems and processes that most suit women (timings of meetings, location, duration, budget for childcare). Arranging agendas to ensure that women's priorities are reflected with adequate time and space allocated to them. Encouraging the Committee Chair to specifically invite women to input into the discussions (and provide Chair with bilateral support and tools if needed). Budget monitoring within the group & social audits. Analysing where decision are made and whether there is any hidden or invisible power at play. If existing spaces and structures are closed or oppressive spaces, consider establishing new ones. Promoting membership quotas (gender quotas), and removing barriers such as literacy, property ownership, etc. <p>Considerations:</p> <ul style="list-style-type: none"> Support and encourage a culture of mutual respect between women and men (for example encouraging women and men to sit together on benches, rather than having women on mats at the back of the room) Support participants to review meeting agendas and procedures to ensure a gender sensitive approach (are issues/prioritise raised by women given space on the agenda? Where do women sit within meetings and are they actively facilitate and encouraged to participate? When they do are they listened to? Is the group chairperson sensitize to these gender dynamics and does he/she have the skills to address them?) Note: team members and partner staff members should observe some meetings to identify dynamics to explore with participants. 	

Support women to participate with influence in formal and informal spaces	<p>How?</p> <ul style="list-style-type: none"> • Supporting high quality, safe childcare, in line with safeguarding standards. • Providing advocacy and public speaking training. • Providing ongoing mentorship and support. • Providing leadership training. <p>Considerations:</p> <ul style="list-style-type: none"> • See considerations under 'individual' strategies above. 	Trócaire guidance note on supporting women only spaces
B. Challenging inequitable social norms & mobilising support		
Challenge harmful social norms	<p>How?</p> <ul style="list-style-type: none"> • Facilitating community conversations, including community level sensitisation sessions involving men, women and community leaders that inquire about gendered social norms and promote critical self-reflection on beliefs and their origins. <p>Considerations:</p> <ul style="list-style-type: none"> • Engage with people of influence, traditional or religious leaders and community members to establish trust in/with the community, the open channels of communication and establish comfort in discussing issues such as positive gender norms and women's participation in decision-making and control over resources. • Ensure participatory and reflective methodologies and use only skilled community facilitators. Please see sections 2.1 & 2.3 for tools and guidance on strengthening these skills among staff and community volunteers/facilitators. • Methodologies such as SASA and SASA Faith should only be used as part of an SGBV programme, but where an SGBV programme is happening in the same location as another programme area, some linkages can be made between implementing partners to ensure consistent and coherent messaging. 	Masidama modules
Promote empowerment champions	<p>How?</p> <ul style="list-style-type: none"> • Using role models/key influencers to challenge patriarchal norms <p>Considerations:</p> <ul style="list-style-type: none"> • Consider who women listen to/are influenced by; who men listen to/are influenced by within the community and are influenced by; Who are the champions on women's rights within the community, and how can we work with them? Understanding these dynamics can help us to work with the key change agents within the community to create a more enabling environment for women 	Power mapping tool Supporters and blockers of social norms change mapping tool
Mobilise support	<p>How?</p> <ul style="list-style-type: none"> • Using and sharing gender sensitive communication outputs, training material, and guidance. <p>Considerations:</p> <ul style="list-style-type: none"> • Pay attention to your training material, facilitation notes, wording for meetings and so on – what language do you use? Is it gendered? If it does it can reinforce gender stereotypes. 	

C. Supporting collective action & networking		
Support collective action, networks & women's movements	<p>How?</p> <ul style="list-style-type: none"> Connecting community, district and state level groups. Supporting grassroots movements or networks by providing technical support, coordination or by connecting projects/advocacy strategies. <ol style="list-style-type: none"> Leadership development Facilitating exchanges between groups Identifying common issues across communities and providing logistical support for movement building Creating specific women's committees within wider movements. Link the project with grassroots movements (that are women's rights focused) & facilitate exchanges between groups to build collective power and confidence. Create women-only groups where women can collectively agree on priorities to collectively work towards in mixed gender spaces. 	<p>Trócaire guidance note on supporting women only spaces</p> <p>Guidance on supporting women centred organisation and movements</p>
Connect with centres of power	<p>How?</p> <ul style="list-style-type: none"> Facilitating meetings between women's groups and leaders/institutions/centres of power. Connecting women's groups with women in powerful positions/positions of influence. Connecting elected female leaders to women's movements. 	
D. Supporting women's livelihoods & economic empowerment		
Promote women's active participation in, and ownership of, economic projects	<p>How?</p> <ul style="list-style-type: none"> Promoting women's collective control over large machinery (such as milling machines and water pumps) by bestowing it to women's cooperatives and/or ensuring that women are actively and equally engaged with its installation and upkeep (for this, you may need to provide some mechanical or electrical training to the women, which in itself challenges gender norms). Supporting the development of inclusive and 'green' market systems which women have access to. 	
Challenge social norms around women's ownership of assets	<p>How?</p> <ul style="list-style-type: none"> Challenging social norms and impact on WEE include deterring women from entering professions deemed to be male dominated, or traditionally male (including by focusing on women's access to resources). Encouraging male engagement in women's empowerment. 	
Advocate & promote collective bargaining	<p>How?</p> <ul style="list-style-type: none"> Supporting decent work, fair wages, fair conditions, security (including tenure of contract for paid employment or expectations of resilient livelihoods if self-employed) locally through collective action. 	

4.4 Civil society level strategies

Civil Society level strategies include: Supporting women's movements & collective action, and advocating for the inclusion of women's diverse voices in civil society movements and networks.

Strategies	Activities & considerations for application	Tools & guidance
A. Supporting collective action & movement building		
Support women-centred movements	<p>How?</p> <ul style="list-style-type: none"> • Collaborating with Women Centred Organisations: civil society organisations with an overt women's and girls' rights, women's empowerment, gender equality and/or feminist purpose. • Linking Women CSOs/ networks with other sectors/ networks. • Providing training and capacity building to movements and WCOs on social accountability and CMA. • Supporting women's groups with governance systems building, for groups that which to organise formally. <p>Considerations:</p> <ul style="list-style-type: none"> • Be mindful that "women's community-based organizations understand the social conditions of vulnerability facing local women and have vital local knowledge, social networks, and insight into community history that is needed for vulnerability assessments .They are likely to be a good source of information about trends and patterns on social vulnerability, such as the proportion of women who are unemployed or heads of households. Such groups also know both the difficult living conditions of women and their families and the coping strategies they use to stay afloat. In many cases, they have connections that are multigenerational and deeply rooted, especially in remote communities."¹² 	<p>Trócaire WCO checklist</p> <p>Guidance on supporting women centred organisation and movements</p> <p>Trócaire CMA framework and resources</p> <p>CREA, Achieving transformative feminist leadership toolkit</p> <p>Trócaire guidance note on supporting women only spaces</p>
B. Connecting women's movements & voice to wider social movements		
Connect movements & networks	<p>How?</p> <ul style="list-style-type: none"> • Linking women's networks and other sector networks. • Lobbying and Advocacy with a strong gender perspective, informed by gendered analysis, for gender sensitive campaigns and actions. • Supporting political system analysis. • Supporting participatory action research. 	
C. Supporting women's livelihoods & economic empowerment		
Bring community groups to scale	<ul style="list-style-type: none"> • Connecting women's groups established at community level with other community groups, to build collective support and explore possibility of expansion (for example through the establishment of cooperatives or other suitable apex structures). 	

¹² Mercy Corps, "Rethinking Resilience: Prioritizing Gender Integration to Enhance Household and Community Resilience to Food Insecurity in the Sahel," <https://www.mercycorps.org/sites/default/files/Mercy%20Corps%20Gender%20and%20Resilience%20September%202014.pdf>

4.5 Institutional level strategies

Institutional level strategies include: Supporting women's meaningful participation in decision-making processes; Supporting collective action and networking; and, Advocating for legislative and policy change to bring about laws and policies that are equitable and that address underlying barriers to women's empowerment.

Strategies	Activities & considerations for application	Tools & guidance
A. Supporting women's decision-making power and influence in official spaces		
Promote women's political participation	<p>How:</p> <ul style="list-style-type: none"> Promoting and support gender quotas. Strengthening customary governance systems through women's involvement in debating, drafting and adopting new rules and through creating of new customary bylaws that are gender sensitive. Providing support to elected or aspiring women representatives (through technical guidance, training, mobilising support, providing counselling or peer support, financial support etc). <p>Considerations:</p> <ul style="list-style-type: none"> If considering promoting gender quotas, consider what type of quota system would best suit the political system. There are different types of quota systems which suit different political, parliamentary and electoral systems. The WE Advisors can link you with relevant literature, academics or practitioners in our networks for advice and guidance. 	Trócaire, ' On the campaign trail ' – see findings and recommendation
B. Supporting collective action & networking		
	<p>How?</p> <ul style="list-style-type: none"> Understanding the spaces for influence: are these useful for women? - Importance of doing a power analysis of the spaces of influence. See also strategies listed under 'civil society level' above. 	
C. Promoting gender sensitive laws, policies and plans		
Hold duty bearers to account	<p>How?</p> <ul style="list-style-type: none"> Developing skillsets in gender budgeting Applying a gender transformative lens to analyse all laws, policies and plans, supported by participatory gender-power analysis. Involving organisations that can bring a feminist women's rights lens to analysis of policies. Supporting evidence based advocacy for gender equitable laws, budgets and policies. Conducting research and collect evidence to inform gender-transformative advocacy. Supporting women and men to hold duty bearers to account on commitments, particularly those that have a strong gendered focus. 	<p>Trócaire CMA framework and resources</p> <p>EIGE Gender sensitive parliament toolkit</p> <p>Inter-parliamentary union, Gender sensitivity tool for parliaments</p> <p>Inter-parliamentary Union, "Plan of action for gender-sensitive parliaments" (2017)</p>

Hold duty bearers to account	<ul style="list-style-type: none"> Challenging norms by demonstrating different ways of working, for example working with working with Women's Caucuses or finding male allies to champion women's rights. Connecting with international oversight bodies and legal frameworks – for example UPR, CEDAW, etc. <p>Considerations:</p> <ul style="list-style-type: none"> Consider providing partners and participants support to conduct research, data collection and analysis to generate the required evidence for advocacy. 	Inter-parliamentary Union, “Guidelines for women's caucuses” (2013)
D. Supporting women's livelihoods & economic empowerment		
Advocating for fairer budgetary and policy decisions	<ul style="list-style-type: none"> Supporting decent work, fair wages, fair conditions, security (including tenure of contract for paid employment or expectations of resilient livelihoods if self-employed) by challenging institutional policies and advocating for better protections through legislation and policy. Advocacy to have women's rights to resources enacted in law or to have existing laws effectively implemented. Advocacy to promote investment in women farmers, through grants, provision of education, provision of suitable technology, etc. Engaging with customary leaders to ensure that customary law and processes do not exclude or deter women from accessing traditional justice and mediation (about land and resources) processes. 	
E. Promoting feminist leadership		
Supporting and promoting new kinds of leadership	<ul style="list-style-type: none"> Supporting existing and aspiring leaders to explore 'feminist leadership'. (<i>An individual level strategy that supports institutional level change</i>). 	CREA, Achieving transformative feminist leadership toolkit

5. THE WAY FORWARD

Building Trócaire and partners competence and capacities

Gender power analysis

Participation of women (voice, needs, priorities) reflected in programme design and implementation

Partnerships: work with and listen to women-centred partners

Strategies at all levels (including to institutional), supporting women individually and changing the institutional structures and environment

Integrate support and mentorship

Track your results

Building on and deepening our work on women's empowerment integration starts with the internal groundwork – our own capacities (knowledge, budgets, personnel time and dedication), and then moves to how to look outwards to analyse and understand our context (gender-power analysis). These two areas are the cornerstones, and without putting the investment into these areas, we reduce our impact as we move outwards to programme design and implementation. The next step is to reflect on how we plan and design programmes in a way that is empowering, inclusive and responsive to gender-power dynamics and barriers women face. Our planning should include provision to support partners and community workers/facilitators and a plan to assess the impact of our work as we progress.

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