Successes and Opportunities for Feminist Partnerships with Women’s Rights Organizations and Networks in Gender-Based Violence Emergency Preparedness and Response

LEARNING BRIEF

INTRODUCTION & CONTEXT

The Building Local Thinking Global (BLTG) Project is a three-year program, funded by the Bureau of Population, Refugees, and Migration – US Department of State and coordinated through the International Rescue Committee. The BLTG Project provides support to women’s rights organizations and networks to ensure women’s and girls’ participation from the onset of an emergency and access to services in order to achieve better GBV programming outcomes while simultaneously ensuring an intersectional approach to GBV service provisions for safe and dignified access to assistance to the most unreached groups of women and girls.

Women and girls are key actors in their own protection, it is critical that they are active partners in the process of identifying protection risks and solutions in GBV programming in emergencies.

BLTG supports women’s rights organizations and women-led national and regional networks as technical resources on gender based violence (GBV) emergency preparedness and response work.

BLTG Steering Committee Members worked together to strengthen GBV response in emergencies and defined ways of working that stem from feminist thought and practice.

51 organizations partnered with the BLTG project

18 countries represented across 3 regions in BLTG network

6 women-led networks represented in steering committee
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ACTIVITIES & OUTCOMES

Between September 2017 to January 2021, the BLTG Project emphasized feminist values and partnerships through a range of activities, including the establishment of a collective of GBV emergency preparedness and response trainers from women rights organizations and networks.

BUILDING LOCAL THINKING GLOBAL (BLTG) ACTIVITIES

- Establish a collective of feminist GBV actors
- Improve access to and quality of services for underserved women and girls
- Establish a global learning platform with accessible resources, materials
- Cash assistance to support activity implementation
- Build upon existing knowledge and experiences through deep dive workshops
- The project also identified priorities for capacity strengthening activities targeting civil society GBV actors working on violence against women and girls (VAWG)
- The BLTG project envisioned for humanitarian action that listens to and values the expertise of women’s rights actors, underpinned by a strong base of activism rooted in accountability to women and girls.

ACTIVITY OUTCOMES

- BLTG participant’s technical skills and peer to peer confidence on GBV preparedness and service delivery in emergency contexts
- Access and improved quality of services for women and girls with diversity of age, ability, identity, cultural, and religion
- Solidarity towards activism and belonging to a meaningful movement
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SCOPE & LEARNING QUESTIONS

ENDLINE ASSESSMENT

This learning brief presents a summary of an Endline Assessment (EA) conducted in year three of the project to explore the successes, challenges, and opportunities in:

1. Building and learning from the existing knowledge and capacity sharing within women’s rights organizations (WROs) in the area of GBV emergency preparedness and response;
2. BLTG members' adaptations of GBV preparedness and response activities for inclusion of women and girls with diverse identities; and
3. Feminist partnerships between women’s rights organizations and international non-governmental organizations (INGOs).

WHOSE VOICES ARE REFLECTED IN THE ENDLINE ASSESSMENT?

- STEERING COMMITTEE MEMBERS
- BLTG MEMBERS INTERVIEWED
- WOMEN AND GIRLS WHO ACCESS BLTG MEMBER’S SERVICES
- PEER GBV ACTORS

WHOSE VOICES ARE NOT REFLECTED?

- BLTG MEMBERS NOT INTERVIEWED

KEY LEARNING QUESTIONS

1. What factors about the BLTG project enabled successful GBV emergency preparedness and response programming for women and girls at partnering organizations?
2. What factors from the BLTG project successfully facilitated WRO’s support capacity for serving the needs of women and girls with diverse identities?
3. What do BLTG partners think are the most important factors in successful feminist partnerships between local WROs and INGOs?
4. What do BLTG partners and BLTG project steering committee think is the ideal way to establish and sustain strong feminist partnerships between local WROs and INGOs?

Figure 1. Number of BLTG Partners and Steering Committee Members Interviewed by Country
The assessment integrated qualitative methods with a secondary analysis of existing quantitative project data to provide a holistic understanding of the Endline Assessment’s objectives. In October and November 2020, the project specialist conducted 11 qualitative interviews and two focus groups with BLTG Members and Steering Committee Members. During this time, the Monitoring, Evaluation, and Learning (MEL) team conducted a secondary analysis of existing project data including 796 Peer Perception Surveys with 164 local GBV actors and 206 Inclusive Access Surveys from women and girls.

**THE ENDLINE ASSESSMENT IS DRIVEN BY FEMINISM AND ACTIVISM**

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<th>Sources</th>
<th>Qualitative</th>
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<td>Individual Interviews</td>
<td>Peer Perception Surveys</td>
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<td>Focus Group Discussions with BLTG Members &amp; Steering Committee Members</td>
<td>Peer GBV Actors to BLTG Members and Steering Committee Members</td>
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<td>Written Responses to Interview Questions</td>
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<td>Validation session (n=8) + written feedback</td>
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<td>BLTG Members &amp; Steering Committee Members</td>
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**LIMITATIONS**

The findings of this process are not necessarily representative of perspectives across all BLTG Members who have engaged in the project’s life cycle given the limited number of people who were able to participate, which was largely due to the COVID-19 pandemic.
BLTG Members attributed increased participation of women and girls to staff at their organizations who have become more intentional and thoughtful around including women’s and girls’ voices, integrating improved feedback mechanisms and listening sessions. The GBV EPR training grounded partners in the foundational knowledge and skills which contributed to their holistic understanding of GBV services and allowed for further exploration of advocating for organizational strategy that prioritizes GBV services in emergencies and policy changes that reflect inclusion of diverse women and girls.

PEER TO PEER KNOWLEDGE SHARING HAS IMPROVED QUALITY OF GBV PROGRAMMING IN PARTNERING ORGANIZATIONS AND NETWORKS.

BLTG Members emphasized the importance of being supported to cascade technical knowledge they gained back to their organizations and peer GBV networks. Both BLTG Members and Steering Committee Members agreed that capacity sharing and localization of expertise increased their agency’s visibility and opportunities to engage with other local, national, and regional bodies to work towards improving GBV services for women and girls. The opportunity to cascade knowledge yielded a larger network of GBV actors can increase access to services for survivors and expand referral networks.

“…WE HAVE MORE COLLABORATIONS WITH THE OTHER ORGANIZATIONS, SO WHEN WE GIVE THEM THE SERVICE, THEY HAVE A QUICK RESPONSE FROM THE ORGANIZATION, NOT ONLY FROM US, YEAH? BECAUSE WE CANNOT PROVIDE THEM ALL THE SERVICES, BUT WITH THE NETWORK, THEN THEY RECEIVE THE INFORMATION OR THE SERVICES.”

– BLTG MEMBER, ASIA
FINDINGS

**TECHNICAL AND PROGRAMMATIC CHANGE, CON’T...**

A PARTNERSHIP APPROACH TO TECHNICAL KNOWLEDGE SHARING IMPROVED BLTG MEMBER’S CONFIDENCE AND CREDIBILITY AMONG PEER GBV ACTORS.

BLTG Members felt that being involved in the facilitation of trainings and having the opportunity to share their expertise has increased their confidence in their technical capacity to address the needs of women and girls with diverse identities. Members voiced feeling confident in leading workshops, conversations, and dialogue to advocate for inclusive GBV programming. Post-training monitoring data show that peers trained by BLTG Members felt equally confident in their training facilitator’s technical expertise on GBV in emergencies and inclusion of diverse women and girls in GBV programming. Training participants also agreed that trainers had good facilitation skills (see Figure 2).

"PERSONALLY, I FEEL THAT I AM EMPOWERED, I FEEL THAT I AM A GREAT FACILITATOR. EVEN BEFORE I ATTENDED THAT TRAINING IN NAIROBI, I WAS A FACILITATOR, BUT NOT SO WELL-GROUNDED WITH GBV IN EMERGENCY SETTINGS. I MUST SAY THAT AT AN INDIVIDUAL LEVEL, I AM EMPOWERED, I AM GRATEFUL, I HAVE BEEN PARTICIPATING IN BLTG CASH AWARD; WHENEVER THERE IS AN OPPORTUNITY FOR ME TO WRITE A CONCEPT, I’M ALWAYS LOOKING FORWARD, SO I’M UTILIZING WHATEVER I CAN GET... TO SEE WHAT I CAN DO FOR THE ORGANIZATION."

– BLTG MEMBER, EAST AFRICA

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**Figure 2. Peer Perceptions on BLTG Partner’s Expertise on GBV in Emergencies and Facilitation Skills**

- The trainer is a local expert in GBV emergencies: 29 (3.7%) Agree, 746 (96.3%) Disagree, 0 Do not know.
- The trainer is knowledgeable about GBV in emergencies: 6 (0.8%) Agree, 773 (98.3%) Disagree, 0 Do not know.
- The trainer has good skills as a facilitator: 19 (2.6%) Agree, 714 (97.4%) Disagree, 0 Do not know.
SUCCESSES AND OPPORTUNITIES FOR FEMINIST PARTNERSHIPS WITH WOMEN’S RIGHTS ORGANIZATIONS AND NETWORKS IN GENDER-BASED VIOLENCE EMERGENCY PREPAREDNESS AND RESPONSE

FINDINGS

IMPACT ON WOMEN AND GIRLS

AN INTERSECTIONAL LENS FOR INCLUSIVE ORGANIZATIONAL STRATEGIES PROMOTED PROGRESS TOWARDS IMPROVED QUALITY AND ACCESS TO GBV SERVICE PROVISION.

BLTG Members and Steering Committee Members who hold leadership roles felt they were able to advocate for organizational strategy changes to be inclusive of women and girls with diverse identities. During a data validation session, members further elaborated the desire to target women and girls from underserved groups in their context (women and girls with disabilities, women and girls with diverse sexual orientation and gender identities, etc.). Steering Committee Members voiced challenges in shifting attitudes and beliefs related to sensitive identities within their local contexts, particularly those of colleagues in policy making positions. However, BLTG Members highlighted an improved ‘empathetic’ approach towards service delivery and felt the BTLG Project helped them develop an intersectional lens for working with and for all women and girls.

CAPACITY SHARING

EMPHASIS ON FINANCIAL AND TECHNICAL SUPPORT FROM THE IRC

BLTG Members and Steering Committee Members agree the cash assistance was an important part of the financial sharing from the IRC that enabled them to cascade technical knowledge and expertise to their peers. Partners were especially satisfied with the level of logistical and technical support by the project specialist in ensuring seamless continuation of proposed cash assistance activities.

A COLLABORATIVE PARTNERSHIP AND MAINTENANCE OF THE BLTG NETWORK FOR CROSS-LEARNING AND CAPACITY SHARING.

Steering Committee Members emphasized the importance of working in collaboration and building a network of local GBV actors which led to stronger referral systems and coordinated efforts, internally and externally. BLTG Members and Steering Committee Members agreed cross-learning between women’s rights actors from different countries and regions has been a unique and beneficial aspect of the project.

IMPLEMENTATION RESOURCES ARE EASY TO USE AND AVAILABLE IN RELEVANT LANGUAGES.

BLTG Members expressed the accessibility and ease-of-use of implementation resources, including technical guidance notes and tools, all of which were co-designed by members, Steering Committee Members, and the IRC, then translated to regional dialects which supported utility and dissemination. As COVID-19 shifted engagement to online platforms, Members and Steering Committee Members also noted appreciation for multilingual channels and resources available during webinars.
Before the project, BLTG Members voiced that they had treated women and girls as one group and lacked an understanding of women’s and girls’ intersecting identities and its relation to different barriers and access to services. But since participating in the project, BLTG Members reported progress towards more thoughtful integration of inclusion into program design, implementation, and feedback mechanisms. BLTG Members who were direct service providers also emphasized the change in attitude and empathy towards more underserved groups of women.

Beneficiary data collected in year two of the project show that women and girl clients of BLTG partnering organizations felt to a certain degree that the organization celebrates diversity, women and girls with disabilities are able to access the organization, and did not feel the organization excludes certain groups of women and girls (see Figure 3). But still, many noted the existing challenges of societal beliefs, attitudes, institutional barriers, and legal frameworks which prohibit certain contexts in creating access and addressing the needs of specific groups of women and girls.

**FINDINGS**

**Learning Question 2:**

*What factors from the BLTG Project successfully facilitated WROs support capacity for serving the needs of women and girls with diverse identities?*

**AN INCLUSIVE LENS FOR INTERSECTING IDENTITIES IMPROVED PROCESSES FOR PRIORITIZATION AND ACCESS FOR WOMEN AND GIRLS WITH THE HIGHEST NEEDS.**

![Figure 3. Beneficiary Survey Data on Inclusive Access Collected in Year 2](image)
BLTG Members felt the process for collaboration around the inclusion resources were guided by their actual experiences, reflecting the flexibility of the resource and relevancy of the resource to their work. They also expressed feeling supported through individualized coaching opportunities and found the cash assistance opportunity to carry out inclusive programming helpful. Steering Committee Members saw the value for those who were already mobilizing around inclusion and felt BLTG reinforced their knowledge by providing practical tools, skills, and the language to further deepen their advocacy and programming for women and girls with diverse identities.

BLTG Members highly valued the training materials, inclusive guidance notes and tools and suggested the continued sharing of the resources while increasing efforts to challenge dialogue and raise awareness in their respective communities of operation. Steering Committee Members emphasized the systemic nature of discrimination against women and girls with diverse identities and advocated for strategies that would increase awareness, including involvement of senior leadership within organizations as well as government officials with political influence.

"... EVERY PROGRAM THAT I LOOK AT, EVERY PROJECT THAT SOMEONE IS IMPLEMENTING, I ALWAYS HAVE THAT SENSE OF INCLUSIVITY, AND EVERY TIME I ASK THEM, “SO THIS IS NOT THE RIGHT LANGUAGE, WHERE ARE THE WOMEN AND GIRLS WITH DISABILITIES?” YOU KNOW SOCIAL ORIENTATION, YOU KNOW GENDER IDENTITY – LIKE, I HAVE THAT LANGUAGE WITHIN ME, SOMETHING I DIDN’T HAVE. SO THAT HAS BEEN REALLY MOST VALUABLE TO ME, VERY VERY VALUABLE TO ME, AND IT HAS POSITIVELY IMPACTED THE WORK THAT I DO, BUT ALSO THE WORK OF MY OTHER COLLEAGUES IN OTHER DEPARTMENTS. I ALWAYS REVIEW THEIR WORK AND ASK THEM, “EXACTLY WHOM ARE YOU TARGETING?” BECAUSE WE HAVE DIFFERENT CATEGORIES OF PEOPLE, AND THIS IS THE LANGUAGE WE ARE SUPPOSED TO USE WHEN WORKING WITH WOMEN AND GIRLS, AND I THINK MY COLLEAGUES REALLY APPLAUD ME FOR THAT. I ALWAYS MAKE THEM THINK SO HARD ON WHOM, EXACTLY WHOM ARE YOU TARGETING AND WHICH LANGUAGE [WE] ARE USING?”

-BLTG PARTNER, EAST AFRICA
FINDINGS

Learning Question 3:
What do BLTG Members think are the most important factors in successful feminist partnerships between WROs, Networks and INGOs?

COALITIONS AND MOVEMENT BUILDING WITH FEMINIST ORGANIZATIONS FOR CROSS-LEARNING.

BLTG Members emphasized movement building as a collective effort that should be accomplished through equal access to information and resources that has inclusive relationship building between women and girls, peer organizations, and GBV actors. BLTG Members also noted feminist partnerships, particularly with larger organizations, should recognize power differences and leverage it to build sustainable and adaptable funding mechanisms, technical mentorship and coaching opportunities, and continue to amplify WROs’ meaningful work. Steering Committee Members similarly focused on coalitions of peer feminist organizations who can work together to address systemic oppression against diverse women and girls while emphasizing the need for networks and INGOs to open doors for increased opportunities and visibility while prioritizing capacity sharing and cross-learning for women’s rights organizations and networks.

SHARED DECISION MAKING IN INTERNATIONAL COLLABORATIONS WERE MEANINGFUL FIRST STEPS TO A GLOBAL FEMINIST MOVEMENT.

BLTG Members and Steering Committee Members respected the joint visioning and commitments made by both the IRC and peer Women’s Rights Organizations and felt their participation in the project was a meaningful contribution to a global feminist movement. BLTG Members and Steering Committee Members found the project to be flexible, thoughtful, and accommodated partners’ schedules to ensure their participation and voices were included. BLTG Members and Steering Committee Members both suggested the length of the partnership could be increased to support the transitioning and sustainability planning.
FINDINGS

FINANCIAL SUPPORT FOR WOMEN’S RIGHTS ORGANIZATIONS SHOULD TAKE INTO CONSIDERATION SIZE AND SCOPE OF THE WOMEN’S RIGHTS ORGANIZATIONS AND NETWORKS AND THE PROJECT BEING FUNDED.

BLTG Members reflected on their experience with the cash assistance process of the BLTG Project and concluded with varying levels of utility. Of partners who received cash assistance, those whose organizations provided direct services and were localized to a specific service area felt the amount allocated was appropriate for their scope of work. However, those whose organizations focused on regional coordination, policy, and advocacy, felt the amount was not enough for their organization’s potential reach and scale of work.

"THE CASH ASSISTANCE... IT WAS GREAT BUT I THINK THEY DIDN’T WORK FOR ORGANIZATIONS AT A CERTAIN CAPACITY. FOR EXAMPLE, $5000 WITH [PARTNER ORGANIZATION] WOULD BE [JUST] ONE OF OUR ACTIVITIES...BECAUSE WE’RE A REGIONAL ORGANIZATION AND ALSO WE LOOK AT BUILDING THE CAPACITY OF MEMBER ORGANIZATIONS... SO THERE ARE THINGS WHERE WE WOULD BE LIKE HOW WOULD WE SHARE OUR $5000 AMONG, FOR EXAMPLE, SIX COUNTRIES... THE CASH AWARDS WAS A BIT CONTENTIOUS FOR US, IT WAS GREAT, I THINK FOR [JUST] SOME ORGANIZATIONS...”

– BLTG MEMBER, EAST AFRICA

Percentage of BLTG Members and Steering Committee Members who mentioned the process and utility of Cash Assistance during interviews and focus group discussions by Region.

- Asia
- East Africa
- Middle East
- Global (FGD)

- Mentioned Process
- Mentioned Utility
FINDINGS

Learning Question 4:
What do BLTG Members and BLTG Project Steering Committee members think is the ideal way to establish and sustain strong feminist partnerships between grassroots WROs and INGOs?

HAVING THE “RIGHT” PARTNERSHIP FACILITATION TEAM AND SHARED PRINCIPLES CAN MAKE A DIFFERENCE IN PARTNERS PERCEPTION OF SUCCESS IN THE RELATIONSHIPS BUILT BETWEEN ORGANIZATIONS.

BLTG Members and Steering Committee Members underscored the importance of having ‘the right team and partnering organization’ who modeled shared values and respect to facilitate a true feminist coalition. At the start of the project, foundational principles were established to ground joint expectations and transparency on ways of working (see Annex I). Members consistently highlighted the significance of these principles, specifically those on clear and consistent communication with intentional language use that promotes partnership equity, while maintaining a shared curiosity and empathetic approach to challenging working environments. Both BLTG Members and Steering Committee Members agreed that flexibility and clear expectations of commitment in various activities from the onset are instrumental in continued engagement throughout the partnership. Across all participants interviewed, BLTG Members and Steering Committee Members believed that the BLTG Partnership is an ideal initial model for future feminist partnerships, emphasizing the utility of cross-national, regional, and global sharing of learning and the need for flexible partnership activities to accommodate partner’s working realities.

PLATFORMS AND FINANCIAL SUPPORT MECHANISMS THAT SUPPORT GRASSROOTS-LED CAPACITY SHARING.

BLTG Members expressed the need to continue building partnerships with peer organizations and maintain the work of cascading knowledge gained to colleagues internally and peers externally with adaptive financial support. Steering Committee Members suggested mobilizing appropriate financial resources to create national and/or regional networks that work exclusively on localization of GBV EPR expertise.

“I APPRECIATE YOUR [FACILITATOR’S] OPENNESS, EVEN AS IRC, BECAUSE IT’S NOT EASY TO FIND AN ORGANIZATION THAT WILL WILLINGLY GIVE YOU THE KNOWLEDGE WITHOUT HOLDING BACK ON SOME IDEAS AND I ALSO APPRECIATE THE SUPPORT YOU HAVE BEEN GIVING ON EMAILS, THROUGH WHATSAPP, EVEN WHEN WE HAVE QUESTIONS, IT’S HARD TO FIND SOMEONE WHOSE WILLING TO TAKE THE TIME TO GROW YOU, IT’S VERY HARD.”

-BLTG MEMBER, MIDDLE EAST
BLTG Members and Steering Committee Members agreed INGOs have the influence to organize platforms to mobilize and share learning but advised INGOs to be conscious about whose priorities are heard. BLTG Members and Steering Committee Members highlighted the need for INGOs to center grassroots WROs and GBV actors in a partnership, ensuring shared priorities, values, and power in decision making along the process while maintaining mindfulness of the extractive nature and power-differentials between grassroots actors/organization's time, expertise, and effort.

BLTG Members and Steering Committee Members also emphasized INGOs needing to continue capacity sharing efforts but must rethink funding strategies when working with grassroots WROs in ways that works towards shifting power, while increasing WRO's visibility and opportunities for national, regional, and global engagement. BLTG Members and Steering Committee Members encouraged future feminist partnerships to prioritize longer-term partnerships that allow for direct service providers and WROs working in advocacy and policy to work together strategically while incorporating appropriate funding mechanisms and consistent technical support.

“**I THINK THE ROLE OF INTERNATIONAL [ORGANIZATIONS], [THEY] HAVE THE OPPORTUNITY OR THE CHANCE TO CONTACT... DIFFERENT ORGANIZATIONS WE ARE TALKING ABOUT DONORS, IT IS NOT EASY FOR THE GRASSROOTS ORGANIZATION. IF... INTERNATIONAL ORGANIZATION BELIEVES THEY ARE PART OF THE SUCCESS, THEY SHOULD CONSIDER THEMSELVES AS LIKE A BIG SISTER. TO HELP THEM EVEN IF WE'RE TALKING ABOUT THE FUNDS OF INTERNATIONAL ORGANIZATIONS. THEY HAVE MORE FUNDS THAN GRASSROOTS. EVEN IF YOU DON'T HAVE FUNDS FROM DONOR, IF YOU DECIDE TO HAVE SMALL BUDGET TO HELP GRASSROOTS. YOU WILL BE PART OF THIS SUCCESSFUL ISSUE AND YOU WILL ACHIEVE THIS SUCCESS, I'M SURE.”**

- STEERING COMMITTEE MEMBER, MIDDLE EAST
CONCLUSION

A SUCCESSFUL CAPACITY SHARING PROGRAM MODEL.
The BLTG Project is a strong program model for GBV Emergency Preparedness and Response and inclusion, reflecting feminist values and ways of working that resonate with BLTG Members and Steering Committee Members interviewed. Although Members and Steering Committee Members noted the challenges in confronting cultural beliefs tied to certain groups of diverse women and girls, the Endline Assessment findings suggest that a partnership and shared learning approach to capacity sharing has the potential to continue contributing towards women’s movement building that is inclusive of grassroots women rights organizations and utilizes grassroots expertise and leadership.

EMERGENT LEARNING ON FEMINIST PARTNERSHIPS.
The BLTG Project has made progress towards contributing to the understanding of what feminist partnerships could look like between women’s rights organizations and INGOs, but additional learning is needed given the limitations on size and scope of participation in the Endline Assessment. Meanwhile, BLTG Members and Steering Committee Members emphasize the importance of relationship building between partnering organizations, equal decision making, power-shifting, cross-learning, adaptive funding mechanisms, resource sharing, and sustainable long-term partnerships.