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Guidance Note: Good practice approaches for engaging with social movements for women's rights

DFID PPA Women's Rights and Social Movements Pilot Project

Cover image: Women in Haiti march under the ActionAid supported 'Je nan Je' ('Eye in Eye') campaign, to demand accountability and transparency in post-earthquake reconstruction, as well as for housing and land rights to be upheld.
Photo: ActionAid

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PART 1: Executive summary

Movement building is integral to ActionAid's theory of change, as reflected in our human rights based approach (HRBA) and its three pillars of empowerment, solidarity and campaigning. This guidance notes explores opportunities and challenges encountered in integrating the promotion of women's rights in ActionAid's work with social movements. It draws on ActionAid's extensive experience in this area to present good practice approaches to building women's movements, facilitating collaborations between social movements and integrating a women's rights perspective in all of our work with movements.

The guidance note is a valuable tool for ActionAid staff and activists developing programmes and strategies that include building or engaging with movements in order to progress women's rights. It draws on learning generated during ActionAid's Women's Rights and Social Movements Pilot Project, including innovative research and programming approaches tested in Cambodia and Nepal, and an internal social movements mapping survey. Parts 2, 3 and 4 provide details of how to use the Guidance Note, why it is relevant to ActionAid's approach and key definitions.

The key challenges and opportunities identified in the Women's Rights and Social Movements Pilot Project research in Cambodia and Nepal are reflected in Part 5. The project also gave ActionAid the opportunity for in-depth reflection on how we can add value in pursuing women's rights through movement building, and where we should proceed with caution and mitigate potential risks, such as appropriation of movement agendas or creation of donor dependencies. ActionAid's role and good practice approaches are summarised in Parts 6 and 7 including through three colourful infographics. Lastly, Part 8 summarises the innovative programming carried out in Cambodia and Nepal in response to the research recommendations.

PART 2: Introduction

This Guidance Note captures key learnings from a range of activities undertaken as part of ActionAid's Women's Rights and Social Movements Pilot Project (2014-2016),[1] with the aim of strengthening our programming and federation-wide knowledge in this area. In particular, the Guidance Note draws on primary research and innovative programming in Cambodia and Nepal, and on an internal social movements mapping survey of women's rights programme staff from 13 countries (see Annexe for all relevant resources). It also seeks to add to the existing body of literature on social movement building for women's rights, and to contribute to ongoing internal analysis by ActionAid of its strategic efforts in this regard.

The Guidance Note summarises key ways in which ActionAid can add value to the promotion of women's rights in movement-building. These are also captured in three infographics on pages 11, 13 and 15. It presents a number of good practice approaches for collaborating with, and seeking to build, social movements which integrate and promote women's rights. These cover the following broad themes:

- Strengthening and increasing women's and feminist leadership and participation

- Building the skills and institutional capacities of women's movements

- Expanding movement agendas to better address women's rights

- Fostering collaborations between women's and wider social movements

The Guidance Note also highlights the importance of critically reflecting on the role of ActionAid as an international NGO (INGO), of being mindful of risks and respecting movement spaces and autonomy.

2.1 How to use this Guidance Note

The Guidance Note recognises that ActionAid engages in movement building for women's rights in diverse contexts, so is not meant to be prescriptive. Rather, this document and the accompanying Women's Rights and Social Movements Pilot Project Resources (see Annexe) are designed to support ActionAid programme and campaigns staff and activists - in women's rights and beyond - when developing programmes and strategies that include building or engaging with movements in order to progress women's rights.

The Guidance Note would be useful to reflect upon during the following activity phases:

- Programme scoping and design

- Campaign strategy development

- When considering opportunistic collaborations or mobilisations

- Strategic reviews

- Mid-term and end evaluations

PART 3: Background: Why social movements for women's rights

For almost two decades, ActionAid's strategic approach has prioritised the rights of women and girls and has placed particular emphasis on the importance of women's collective action to challenge and transform patriarchal power relations and structures.[3] Movement building is integral to ActionAid's theory of change, as reflected in our human rights based approach (HRBA) and its three pillars of empowerment, solidarity and campaigning.[2] Through this approach, ActionAid strives to support women and men living in poverty to become conscious of their power, to organise into networks, alliances and movements, and to publicly demand their rights from duty-bearers while creating alternative, people-led visions and strategies for transformative change (see Box 1).[4]

As such, Strategic Objective 5 of our current strategy prioritises the partnerships and collaborations ActionAid makes "with poor women's and feminist movements' advocacy and activism on interconnected issues of Violence Against Women [and girls] (VAW[G]) Sexual and Reproductive Health Rights (SRHR), LGBTI rights, unpaid care, decent work, women small holder farmers, corporate accountability and tax justice".[5]

Similarly, Outcome 4 of ActionAid's Safe Cities for Women Global Programme Framework is focused on creating a strong local, regional, national and global multi-sectoral movement to demand an end to violence against women and girls in urban contexts.[6]

Box 1 Catalysing the collective power of women smallholder farmers in Nigeria

In 2012, ActionAid Nigeria helped to establish the Small Scale Women Farmers Organisation in Nigeria (SWOFON), a national umbrella of smallholder women farmers. The aim was to create a platform to give voice to smallholder women farmers and facilitate their engagement with duty-bearers to address their rights and needs. The movement has grown quickly - as of 2014 it included over 500 cooperatives groups with some 200,000 members across 29 states.

ActionAid's HRBA, federation structure and grassroots presence across 35 countries provides us with the opportunity to link up at multiple levels to raise women's rights issues, such as VAWG, SRHR and women's economic justice; to bridge grassroots movements with global groups and networks; and to shape human rights debates and target influential audiences. It is our approach and rootedness that offers us this special opportunity to help join with and strengthen movements. It also challenges us to connect local issues with global ones, to ensure communities' voices – and women's in particular - are taken on board by national, regional and global movements, and to develop and put forward credible, rights-based alternatives for ending poverty and social injustice.

PART 4: What is a social movement?

Social movements are forms of collective action that emerge in response to situations of inequality, oppression, or unmet social, political, economic or cultural demands.[7] While definitions vary, social movements can be broadly defined as:

> **"an organised set of constituents pursuing a common political agenda of change through collective action."**[8]

Social movements that treat the protection, promotion and fulfilment of women's rights as their core political agenda can be described as **women's movements.**

Social movements are hugely diverse and represent a broad range of often competing values, interests, agendas, strategies and approaches. For example, there is no single 'women's movement', but rather a multitude of women's movements representing different constituencies of women experiencing differing levels of oppression and power, and working on an array of issues from grassroots to global level.

It is important to note that some social movements may not define themselves as such, and familiarity of the term and its use and definition may vary from country to country.

Amongst its members, social movements may include - but are not limited to - a mix of any or all of the following:

- **Women's rights organisations**

- **Community based organisations**

- **Collectives**

- **Coalitions**

- **Networks**

- **Non-governmental organisations**

- **Trade unions**

- **Workers**

- **Activists**

- **Academics**

PART 5: Challenges and opportunities for better integrating women's rights into social movements

Here we highlight some of the key challenges and opportunities of integrating women's rights into wider social movements that were identified through our research in Cambodia and Nepal. The case studies in parts 8.1 and 8.2 summarise how each country sought to respond to these findings in their women's rights programming.[9]

Opportunities

Women's rights activists are mobilising in large numbers in both countries and women constitute the majority of members of some social movements, such as garment worker unions. There are also opportunities for increasing strategic collaborations between movements around external moments – such as the new constitution building process in Nepal - as an important means for effecting change.

In recognition of the barriers to women's leadership and participation in decision making, some **social movements have introduced quotas or women's committees.** The research found an increased awareness of gender issues in some movements, an appetite for developing women's leadership and for building their capacity for influencing.

A measure of success for women's movements in both countries is the **emerging community of young feminist activists and leaders.** They are mobilising around a range of social justice issues and using innovative strategies to organise and influence. In Cambodia, for instance, the opportunities for social media activism were identified as vital to strategies to effectively engage young women.

Social movements and women's movements in both countries recognise the **benefits of partnering with INGOs and other civil society organisations.** In particular, INGOs' ability to facilitate partnerships between movements, identify influencing opportunities and build women's capacity are seen as strengths.

Challenges

In both countries, **identity-based power hierarchies based, on for instance, gender as well as class, caste and age, can fragment movements** and lead them to compete for opportunities or pursue conflicting agendas. This can damage trust and opportunities for solidarity or collaboration.

The research found that **INGOs and donors can contribute to fractured, competitive environments between movements**, eroding their agenda setting power and undermining movement leadership and autonomy. Similarly, party political influence is seen as weakening the credibility and independence of movements – but in many cases is also felt critical to successful influencing.

The effective integration of a women's rights agenda was found to be constrained by several factors:

- Women's movements focussed only on responding to women's rights violations can neglect opportunities to challenge their structural, root causes.

- The governance and decision making structures of social movements, including some women's movements, reflect wider discriminatory, patriarchal social norms, thereby undermining women's participation and leadership.

- The gender dimensions of social justice activism are ignored, denied or marginalised, and are rarely recognised as integral.

- Social movements can exacerbate or reinforce gender inequality through a culture of discrimination.

Given these constraints, it should not be assumed that seeking to collaborate with wider social movements is always the most effective strategy for promoting women's rights. Rather, ActionAid should be guided by women's movements on the most appropriate strategies.

PART 6: How does ActionAid add value to social movements?

Drawing on project activities in Nepal and Cambodia, as well as an internal mapping survey of 13 ActionAid country programmes, the following areas have been identified as the ways in which

ActionAid can add most value to women's movements and social movement building and activities:

- Institutional capacity building, strategy development and planning

- Skills training, including in media, social media, policy and advocacy, fundraising, leadership building

- Research and documentation to generate evidence to support advocacy and campaigning

- Policy analysis and access to information

- Strengthening understanding of key concepts, such as 'social movements', 'women's rights', and 'women's and feminist leadership'

- Facilitating cross-movement and cross-sectoral spaces, including connecting women's and other social movements with academics

- Facilitating advocacy with decision-makers and linking to policy processes from local to global level

- Helping with mass mobilisations, linking up grassroots activism with global campaigns

- Profile raising and media work

- Funding support and facilitating cross-coalition cost-sharing

- Help in accessing legal support and guidance

Defining feminist leadership

Leadership from a feminist standpoint is informed by the feminist lens, enabling the identification of injustices and oppressions, and inspiring the development of more inclusive, holistic communities. Feminist leaders are motivated by justice and equity, and strive to keep issues of gender, race, social class, sexual orientation and ability at the forefront. Feminist leadership includes a focus on both individual and societal social justice, the foregrounding of marginalised voices, and a willingness to take risks in pursuit of a transformative agenda.[11]

PART 7: Good practice approaches – integrating women's rights into social movements

We have identified the following good practice approaches and key learnings on engaging with social movements in relation to our women's rights programming. These reflect and expand upon the ways ActionAid can add value to movement building discussed previously. It should be noted that, in accordance with our HRBA (discussed above), an important prerequisite for success is a conscious approach to promoting and realising women's rights through work with social movements.

7.1 Build women's and feminist leadership and collective action

- **Seek to build women's and feminist leadership by facilitating a process of self-empowerment:** Including building skills and knowledge on how to analyse gendered power relations, international women's rights frameworks, national laws and policies, policy and advocacy strategies and opportunities, media and social media.

- **Embed participatory approaches and promote women's leadership at all stages of movement building and mobilisations:**[10] This will help women to overcome literacy challenges and connect with the issues and each other, to feel empowered to join and lead movements as well as pursue community level decision-making positions.

- **Work to understand the particular capacity needs and priorities of different groups of women:** Explore a range of options and tailor approaches accordingly, e.g. mentoring and coaching, training of trainers to allow skills to be 'cascaded down'.

- **Recognise the importance of strong grassroots structures and connect local to global:** Focus sufficient energy on supporting women's grassroots organising as the foundation to sustaining social movements and building women's leadership and participation. Seek to link up new groups of women with existing platforms at district, provincial, regional and international level.

- **Ensure information is accessible:** Translate policies and laws into accessible information that can be understood, collectively interrogated, and meaningfully applied by women in their movement leadership, mobilising, advocacy and campaigning.

- **Utilise social media platforms to engage and mobilise young women and youth:** Use these platforms to create 'safe spaces' to explore taboo topics, such as sexual violence, remaining mindful of who may not have access to such technologies.

- **Build institutional knowledge and learning:** Support periodic reflection on and documentation of successes and challenges.

- **Take account of women's triple burden:** Women's caring, community and income generating responsibilities can hinder their leadership and participation in movement activities. Pursue a flexible approach that accommodates women's time constraints and maximises their opportunities to participate.

- **Anticipate resistance and backlash against efforts to challenge power structures and patriarchal norms:** Support women activists and women's movements to develop locally appropriate approaches for managing backlash at household, community and societal level, and within wider social movements. This could include linking with or establishing mechanisms or networks to promote women's protection.[i]

[i] See Information on (women) human rights defenders and protection mechanisms in Annexe

Movement building for women's rights

1. Building women's voice, leadership and collective action

Empower women and promote their leadership at all stages: This will help women connect with the issues and each other, to join and lead movements, and pursue community level decision-making positions.

Utilise social media: Use these platforms to engage and mobilise activists and new groups of women and men.

Recognise the importance of strong grassroots structures and connect local to global: Focus on supporting women's grassroots organising as the foundation to sustaining social movements and building women's leadership and participation.

Anticipate resistance and backlash when challenging power structures and patriarchal social norms: Support women to develop locally appropriate approaches for managing backlash at household, community and societal level.

Take account of women's triple burden of caring, community and income generating responsibilities: Accommodate women's time constraints and maximise their opportunities to participate.

7.2 Foster collaborations and broaden agendas for women's rights; manage diversity and challenge patriarchy

- **Facilitate links between women's movements and social movements nationally and internationally:** This will help bring a women's rights perspective to wider issues and debates, build understanding of the need to prioritise the rights and voices of women, create opportunities for collaborations and enhance the visibility of women leaders**.**

- **Take an intersectional approach:** Seek to understand how differing identities - such as gender, caste, class, religion, sexual orientation, occupation - intersect and shape power dynamics within and between women's movements and wider social movements. Ensure the voices of the most marginalised women are given greatest prominence.

- **Promote tolerance and understanding of diversity:** Accept there will be strong differences in priorities, values and approach, including within women's movements and when building multi-sectoral coalitions.

- **Make time to explore differences; use disagreements as a basis for discussion on women's and feminist leadership, participation and rights:** Including reflection on gendered / patriarchal / identity-based power structures that shape both internal and inter-movement dynamics, and movements' strategies and approach.[12]

- **Uphold women's meaningful participation:** Within multi-sectoral coalitions, consider proposing and collectively developing criteria and commitments for promoting women's leadership and participation, such as designation of leadership roles. Accompany with strategies – such as leadership training - to ensure this is meaningful and not tokenistic.

- **Make time to develop and maintain a shared agenda for action based on a common understanding of key issues from a women's rights perspective:** Foster dialogue and joint analysis; recognise that building this understanding will take time and may be met with resistance.

- **Define joint objectives by drawing on shared areas of interest:** Seek to connect relevant strategic priorities without groups having to compromise their principles. Recognise that priorities will shift over time.

- **Pursue a flexible approach to building coalitions and networks:** Consider both informal and formal forms of partnership, e.g. a standardised constitution, MoU, or statement of common understanding. Periodically revisit these to ensure still appropriate.

- **Stay alert to new ways to connect with social movement organisations and constituencies of women:** Seek opportunities to facilitate grassroots women's participation at events, fora and key moments, and to bring a women's rights perspective to bear.

7.3 Support governance structures and institutional capacity building

- **Recognise institutional capacity of women's movements is as important as building skills:** This could include help with registering as a legal entity, or developing democratic governance structures.

- **Foster principles of democracy and transparency:** When building networks and coalitions, collectively support the development of transparent, democratic governance and leadership structures at the outset.

- **Promote movement sustainability:** Support women's movements to access alternative, flexible, long term funding. This could include building fundraising skills, linking with donors, supporting application processes, or exploring potential for membership contributions.

- **Distribute power:** Consider dividing coalitions into smaller groups as a way to distribute power, manage diverse interests and promote ownership and participation.

Movement building for women's rights

2. Fostering collaborations and managing diversity

Facilitate links between women's movements and social movements nationally and internationally: Bring a women's rights perspective to wider debates and explore overlapping agendas.

Challenge hierarchies of power: Ensure the voices of the most marginalised women are given greatest prominence.

Promote tolerance and understanding of diversity: Accept there will be strong differences in priorities, values and approach, including within women's movements and when building multi-sectoral coalitions. Use disagreements as a basis for discussion and foster understanding of women's rights.

Consider both informal and formal forms of partnership and governance: For example, a standardised constitution, MoU or statement of common understanding. Promote democratic and transparent decision making.

7.4 Build trust and durable relations

- **Recognise that building trust and relations with women's movements and wider social movements takes time.** This requires a high degree of sensitivity and commitment, especially when working on issues such as VAWG, or with groups facing particular discrimination, such as Dalit and LGBTI women.

- **Respect movement spaces and autonomy:** Avoid imposing our own ideas, values and approaches. Ensure movements are people-centred and led. Be open to learning and respect and place equal value on the diverse knowledge and lived experiences of different groups of grassroots women and men.

- **Be sensitive to the role of ActionAid as an INGO:** Create space for critical reflection on our role with women and other social movement partners in order to understand how we can add value and mitigate potential risks, such as appropriation of movement agendas or creation of donor dependencies.

- **Ensure downward accountability and transparency regarding ActionAid's role and agenda:** Communicate our objectives to other movement members, including women at the grassroots, and ensure we are directly answerable to them.

- **Do not allow self-interest to exceed group interest:** Avoid competing for attention by using ActionAid messaging and branding at public events; prioritise the joint efforts and objectives of the movement.

- **Avoid privileging partners:** Relationships between movement members and ActionAid may vary according to separately established bilateral partnerships. Be seen to balance the interests of all movement partners in order to promote widespread buy-in.

- **Manage expectations:** Be upfront about ActionAid's capacity and resources. Acknowledge any mismatch between funding cycles and longer term movement building, and demonstrate commitment by supporting movements to become sustainable.

- **Avoid duplication and proliferation:** Map NGOs, groups or networks that are convening similar coalitions or mobilising around the same events in order to avoid confusion for movement partners. Seek to coordinate and complement.

- **Establish a clear and regular means of communicating with movement partners:** Share the status of strategies and plans, as well as wins and successes along the way to galvanise continued momentum and buy-in.

7.5 Manage external risks

- **Remain sensitive to political, socio-economic and legal contexts and dynamics:** Appreciate how these can affect social movements' priorities, their ability to be spontaneous and engage in coalition activities. Tailor advocacy initiatives to avoid tensions where necessary.

- **Apply a gendered, intersectional analysis to the different risks and impacts posed to women and men activists and their respective movements and organisations:** Risks may include state or corporate violence against activists or their families, blacklisting

by employers, detention or prosecution, and community-level backlash.

- **Work with women activists and movements to support a risk management process:** Facilitate with legal support where required and link with national or regional mechanisms to protect (women) human rights defenders where these exist.[13]

Movement building for women's rights

## 3. Building trust and managing external risks

Recognise that building trust and relations with all social movements takes time: This requires a high degree of commitment and sensitivity.

Respect movement spaces and autonomy: Avoid imposing our own ideas, values and approaches. Create space for critical reflection on the role of ActionAid to identify where we can add value and mitigate potential risks.
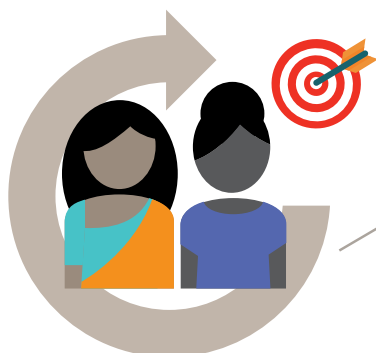
Manage expectations and support movements to become sustainable: Be upfront about ActionAid's capacity and resources to support movements. Help movements secure alternative sources of funding.
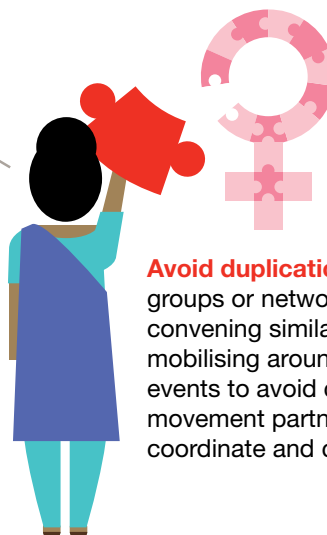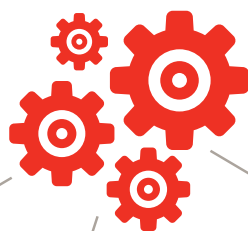
Avoid duplication: Map NGOs, groups or networks that are convening similar coalitions or mobilising around the same events to avoid confusion for movement partners; seek to coordinate and complement.

Remain sensitive to political, socio-economic and legal contexts and dynamics: Appreciate how these could affect social movement priorities and coalition activities.

PART 8: Movement building for women's rights in action

Below are two short case studies from Nepal and Cambodia. These show how approaches to building women's leadership and participation, strengthening women's movements, fostering collaborations and influencing the agendas of wider social movements were tested by two ActionAid country programmes as part of the Women's Rights and Social Movements Pilot Project.

8.1 Strengthening leadership and capacities of a rural women's network in Nepal

Women's movements in Nepal are vibrant and dynamic. Nonetheless, social movements consulted in the research[ii] felt women's movements could benefit from practical training in campaigning and leadership, and from support in building a critical mass of empowered women to act as change agents. It was also felt ActionAid could play a valuable role in facilitating collaborations between women's movements and social movements around mainstream, external opportunities.

ActionAid Nepal responded to these findings by working with one of the largest rural women's networks in Nepal, Mahila Adhika Manch (MAM), to develop a year-long capacity building programme with the objective of building the network's leadership, skills and institutional capacities. MAM is established in 28 districts with approximately 50,000 members from mostly marginalised rural communities. As the MAM movement grows, members are recognising the opportunities to influence agendas affecting rural women beyond the network's historic focus on violence against women. They also acknowledge the effectiveness of doing this in collaboration with wider social movements.

An analysis of the historical evolution of MAM was undertaken to help clarify MAM's identity and potentially grow the movement. In tandem, representatives from each district were identified to participate in the training. After carefully assessing their needs, two training programmes were given: one on policy, advocacy and leadership development; and the other on campaign management training. These helped build the participants' skills and confidence as women's rights leaders and activists - including during the emergency response to the earthquake that struck in April 2015, mid-way through the training.

In response to the research recommendation to develop a 'critical mass of women's rights change agents', each participant identified community members from their districts to cascade their learning down to. In order translate the training into more effective women's movement building, participants have developed action plans to implement within their respective districts. ActionAid also facilitated a workshop between MAM and other social movements, including the land rights movement, to explore opportunities for joint influencing at Village District Committee and national level. The value of such collaborations have been recognised and now comprise a distinct element of MAM's new four-year strategy.

[ii] This included women's movements, urban housing rights movements, student and youth movements, labour movements, and Dalit and indigenous minority movements

8.2 Coalition building for Safe Cities for Women in Phnom Penh, Cambodia

Research in Cambodia[iii] identified untapped potential for increasing women's engagement in social movements amongst the new generation of young feminist activists, particularly through the use of social media as a campaign tool. It identified opportunities for collaboration across movements in research and strategic advocacy, and emphasised a key role for ActionAid as a facilitator of cross-movement spaces and policy engagement. However the leadership of movements was found to reflect patriarchal relations and subordinate women members, even when women represent the majority of members, such as in garment worker unions.

ActionAid Cambodia responded to these findings through seeking to build the capacities and effectiveness of the Safe Cities for Women Coalition (SCWC). This diverse coalition was formed in 2013 to develop and lead on the Safe Cities for Women programme and campaign in Phnom Penh. It includes organisations and networks from women's rights, youth, labour and media movements. Training was given in media and social media advocacy and campaigning, informed by an online survey on perceptions of violence against women.[i] This

included a training on 'blogging, vlogging[iv] and consent' to challenge the culture of victim blaming for sexual violence that prevails on social media. The online forums created spaces where young people felt able to engage in discussion about these highly sensitive subjects, and to challenge backlash. Social media was additionally used to support mass mobilisations with other coalition partners on key dates, such as Safe Cities for Women Day.

Cambodia's National Action Plan to Prevent Violence Against Women was identified as a strategic joint influencing opportunity for movements. ActionAid Cambodia helped to create a platform for women's movements – such as those representing beer promoters and garment workers – to engage in the development and dissemination of the National Action Plan and improve their oversight of it.

Managing the diverse agendas and power relations of Phnom Penh's SCWC members has been a challenge. Strategies pursued by ActionAid Cambodia to mitigate these include dividing the coalition into interest-based sub-groups to distribute power and decision-making, striving to forge links with more than one individual per movement to promote continuity, and creating spaces to explore and build understanding around the importance of prioritising women's leadership

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[iii] Social movements surveyed in Cambodia included women's movements, labour movements and urban land rights movements.

[iv] Video-based online blogging

PART 9: Conclusion

Movement building for women's rights is integral to ActionAid's strategy, theory of change, and human rights based approach. Drawing on the rich experience of colleagues from 13 countries, as well as research in Cambodia and Nepal, this Guidance Note has presented a number of key learnings for staff engaged in the design, delivery or evaluation of programmes, campaigns and advocacy to reflect upon in their particular country contexts. This include valuable insights and approaches to building women's and feminist leadership and collective action; fostering collaborations and broadening agendas; managing diversity and challenging patriarchy; supporting governance structures and institutional capacity building; building trust and durable relations; as well as managing external risks that could impact upon movement partners or activities.

The research highlighted many opportunities for integrating women's rights in wider social movements. However, some significant challenges remain, such as prevailing patriarchal attitudes and structures, and undemocratic leadership. As such, seeking to integrate women's rights into wider social movements should not automatically be assumed to be the most effective strategy for achieving gender justice. Rather, approaches should be tailored according to context, led by women's movements and grassroots women, and in consultation with the wider social movements in question.

Reflecting the findings of the Women's Rights and Social Movements Pilot Project, this Guidance Note also reaffirms the important role ActionAid can play in movement building for women's rights, and the distinct value women's and other social movements see us bringing to their agendas, spaces and activities. However, it is vital that ActionAid remains aware of its relative position of power and constantly reflects upon how this power is being exercised in its collaborations with, and efforts to build, social movements, to ensure that these are genuinely people-led and sustainable. Similarly, considerations of intersecting forms of identity-based power are critical to ensure that the voices of women who struggle most to be heard – including within women's movements - are prioritised in our pursuit of social transformation.

Annexe – Useful resources

ActionAid

Some of the resources listed below are specified as internal documents.To request a copy, please contact Rachel.Noble@actionaid.org or Lizzie.Gerrard@actionaid.org

- ActionAid (2014) *Integrating women's rights into social movements in Kathmandu, Nepal: Challenges, opportunities and effectiveness - A DFID PPA-funded Women's Rights and Social Movements Pilot Project.* Available at: https://www.actionaid.org.uk/sites/default/files/publications/integrating_womens_rights_into_social_movements_in_nepal_2015.pdf.

- ActionAid (2015) *Integrating women's rights into social movements in Phnom Penh, Cambodia: Challenges, opportunities and effectiveness - A DFID PPA-funded Women's Rights and Social Movements Pilot Project.* Available at: https://www.actionaid.org.uk/sites/default/files/publications/integrating_womens_rights_into_social_movements_in_cambodia_2015_0.pdf .

- ActionAid (2015) *Mapping ActionAid engagement with social movements in relation to its women's rights programming: 2009 – 2014 Challenges, opportunities and learnings.* DFID PPA Women's Rights and Social Movements Pilot Project. Available at: https://hive.actionaid.org/friends/Programme_Partnership_Agreement_%28PPA%29/PPA%20documentation/PPA%20documents/6.%20Pilot%20Projects/3.%20Women's%20Rights%20Pilot%20Project/Reports%20and%20Briefings/Social%20Movement%20Mapping%202015.pdf (ActionAid intranet only).

- Nesbitt, Z. (2014) *Review of the literature on integrating women's rights into social and economic justice movements.* Produced by the Institute of Development Studies, University of Sussex, for ActionAid UK. Available at: http://tinyurl.com/jhe2n82 (ActionAid intranet only).

- ActionAid (2015) *Working with women's movements: A narrative of our experiences, challenges and lessons learnt working with women's movements and networks at all levels.*

Internal document produced for International Women's Day 2015. https://hive.actionaid.org/friends/Programme_Partnership_Agreement_%28PPA%29/PPA%20documentation/PPA%20documents/6.%20Pilot%20Projects/3.%20Women's%20Rights%20Pilot%20Project/Reports%20and%20Briefings/Working%20with%20women's%20movements%20-%20Discussion%20paper%20-%20IWD%202015.pdf

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Horn, J. (2013) *Gender and Social Movements: Overview Report*. Bridge Cutting Edge Programmes, Institute of Development Studies, 2013. Available at: http://docs.bridge.ids.ac.uk/vfile/upload/4/document/1401/FULL%20REPORT.pdf

BRIDGE Gender and Social Movements website: http://socialmovements.bridge.ids.ac.uk/

Information on (women) human rights defenders and protection mechanisms

- Human rights defender mechanisms: http://www.humanrights-defenders.org/

- Women Human Rights Defenders International Coalition: http://www.defendingwomen-defendingrights.org/

- Special Rapporteur on the situation of human rights defenders: http://www.ohchr.org/EN/Issues/SRHRDefenders/Pages/SRHRDefendersIndex.aspx

- UN Resolution on protecting women human rights defenders: http://www.un.org/ga/search/view_doc.asp?symbol=A/C.3/68/L.64

References

1. The Women's Rights and Social Movements Pilot Project is one of three pilots undertaken as part of ActionAid's Programme Partnership Agreement (PPA) with the UK's Department for International Development (DFID).

2. For example, ActionAid's 1998 strategy, Fighting Poverty Together, commits it *"to advocate at all levels to address the causes of gender inequity"*. The subsequent strategy, Rights to End Poverty (2005), challenged *"deep-rooted patriarchy"*, arguing that *"the realisation of women's and girls' rights offer the most effective route to poverty eradication"*.

3. ActionAid (2012) *Peoples Action in Practice – ActionAid's human rights based approach 2.0*. Available at: https://hive.actionaid. org/ActionAid%20Shared%20Library/peoplesactioninpractice.pdf (ActionAid intranet only) Pp.15.

4. ActionAid uses Reflection-Action, an integrated participatory methodology, as the foundation stone for realising our HRBA at grassroots level. The process starts from people's analysis of their own context and builds in a cumulative way, looking at the connections between local, national and international levels. Reflection-Action is the bedrock for building people's agency, starting with their own conscientisation. See: https://hive.actionaid.org/ HRBA%20Programme%20Support%20Unit/SitePages/The%20 Foundations%20of%20Reflection-Action.aspx (ActionAid intranet only).

5. ActionAid (2015) *Strategic Implementation Plan*. Available at: https:// hive.actionaid.org/Planning%20and%20Reporting/2015%20IS%20 Planning/2015%20Strategic%20Implementation%20Plan.pdf (ActionAid intranet only). Pp.22

6. ActionAid (2013) *Safe Cities Programme Framework*. Available at: https://extranet.actionaid.org/Community%20of%20 practice%20KCP%209/Shared%20Documents/Safe%20Cities%20 Programme%20Framework-%20GLOBAL%2016.10.13.pdf (ActionAid (2013). intranet only).

7. Horn, J. (2013) *Gender and Social Movements: Overview Report*. Bridge Cutting Edge Programmes, Institute of Development Studies, 2013. Available at: http://docs.bridge.ids.ac.uk/vfile/upload/4/ document/1401/FULL%20REPORT.pdf. Accessed 07/03/2016.

8. Batliwala, S. (2012), *Changing their World: Concepts and Practices of Women's Movements* (2nd edition), Association for Women's Rights in Development. Available at: http://www.awid.org/sites/default/files/ atoms/files/changing_their_world_2ed_full_eng.pdf. Accessed 06/01/2015.

9. Prior to beginning the primary research, ActionAid commissioned a literature review of social movements in South Asia and in America. The in-country research included a review of available secondary data and literature followed by semi-structured interviews with social movement representatives, focus groups, validation workshops. The literature review is available at: http://tinyurl.com/jhe2n82 (ActionAid intranet only).

10. ActionAid's Reflection-Action page on the Hive intranet lists a number of participatory tools. Available at: https://hive.actionaid.org/ HRBA%20Programme%20Support%20Unit/SitePages/Reflection-Action%20and%20SO5.aspx (ActionAid intranet only).

11. Based on Barton, T., 'Feminist Leadership: Building nurturing academic communities' in *Advancing Women's Leadership* Online journal, Vol. 21, Autumn 2006; cited in Srilatha, S. (2010) *Feminist leadership for social transformation: Clearing the conceptual cloud*. Available at: https://www.justassociates.org/en/resources/feminist-leadership-social-transformation Pp. 10. Accessed 25/02/2016

12. Horn, J. (2013) *Gender and Social Movements: Overview Report*. Bridge Cutting Edge Programmes, Institute of Development Studies, 2013. Available at: http://docs.bridge.ids.ac.uk/vfile/upload/4/ document/1401/FULL%20REPORT.pdf. Accessed 07/03/2016.

13. See: http://www.humanrights-defenders.org/ and http://www.ohchr. org/EN/Issues/SRHRDefenders/Pages/SRHRDefendersIndex.aspx

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