

***ACTIONAID
INTERNATIONAL***

WOMEN'S RIGHTS

***STRATEGIC PLAN
2005-2010***

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1. Introduction

What this document is about...

This document presents the Women's Rights Theme's Strategic plan for the period 2005-2010. The Women's Rights Theme is one of six themes that form the central delivery pillars for ActionAid International's strategy for 2005-2010, "Rights to End Poverty". The other Themes are; Right to Education; Right to Food; Right to Human Security in Conflict and Emergencies; Right to Life and Dignity in the face of HIV&AIDS; and Right to Just and Democratic Governance

Its purpose...

The purpose of this strategic plan is to outline how the Women's Rights Theme will deliver the women's rights-specific commitments made in the AA International Strategy 'Rights to end poverty'. The document is also intended to:

- Serve as a framework for decision-making and mobilizing resources
- Provide a basis for more detailed planning for women's rights staff and focal persons across AAI,
- Explain the Women's Rights Theme to others in order to inform, motivate and involve, and
- Assist in performance monitoring.

The process we have followed....

This strategic plan **is a milestone in the consultative process** on how to move ActionAid's work on Women's Rights forward. It has been developed through a number of participatory processes involving internal and external stakeholders. Key among these are: the July 2004, AAI international conference, the women's Rights Strategic thinking and planning meeting, February 2005, (Johannesburg), the international HIV and AIDS convention, April 2005, (**Nairobi**), the International Food and Hunger meeting, June 2005, (**Johannesburg**), the international Education meeting, May, 2005 (Johannesburg), International Conflict and Emergencies meeting, June 2005, (**Abuja**) and the inter-thematic meeting held in May, 2005, (**Johannesburg**). Through these processes, a draft was developed and circulated to a selected group and the Women's Rights community within AAI for feedback and suggestions.

The processes beyond this document....

Each region, country programme, and theme will be expected to develop its own operational plan in line with this document.

Other important documents that should be read together with this document...

This plan must be read together with the AAI strategy, "Rights to end poverty", the Women's Rights and Gender Equality Framework, (July 2004), which outlines our political approach, and the AAI policy positions on Violence against women, (January 2005), and Gender Mainstreaming (December 2004).

2. External Context of Women's Rights Work

Unfavourable global trends....

Women's rights today are shaped and impacted upon by a number of global trends. Key among these trends are: dominance of the neo-liberal economic paradigm; shifts in the locus of power from the national to the global; the resurgence of fundamentalisms; HIV and AIDS; conflict, militarism and violence against women; technological developments; and minimalist approaches to women's rights.

Each of these trends is contributing to the worsening of the human rights situation of women – increasing violations, perpetuating and/or increasing denial of rights, limiting state capacity and/or willingness to act to address women's rights and constraining the agency of women in the pursuit of their own rights. The interactions between these trends are manifested in various ways including; exclusion of women from decision-making, increased violence against women, reduced access to basic social services, increased vulnerability to hunger and HIV/AIDS infection, and reduced access to and control over economic assets among others (See Appendix 1 for more detailed treatment of the major trends).

Ineffective apolitical strategies....

Current approaches to women's rights are characterised by a number of limitations and challenges including; limited political analysis, a focus on mere accommodation of women rather than transformation of power relations, and limited political will among those who hold power to fundamentally change the status quo.

Many current approaches and strategies to gender equality fall far too short to make a big dent in unequal power relations. Critical analysis shows that the formulaic and linear approaches account for some of the present failures. For example income generating projects have tended to be seen as THE panacea to changing the status of women, or there is focus only on counting numbers of girls in schools, women in legislatures or in our community projects - without working on the broader structural issues such as changing laws and policies in the education sector, or electoral systems and how political parties function. Similarly, tools, methods and strategies such as gender mainstreaming, involving men, or awareness raising, have tended to be seen as ends in themselves.

Within the women's movement, campaigns and protests against the violation of women seem to have ebbed in many contexts. There is now a growing community of so called, "gender activists" who are more focused on offering 'gender mainstreaming' and 'gender planning'. Within the donor community and in many government institutions, gender equality has been reduced to technical quick fixes. More recently, there has been a worrying trend amongst some donors abandoning women's empowerment specific programmes, budgets and dedicated staff or departments under the guise/misunderstanding that "gender is now mainstreamed". Underlying all of these trends are; lack of transformative visions, sharp political analysis and agendas, as well as good organisational strategies and politically sound leadership. The major issue here is that the whole aspect of POWER has remained largely untouched.

Some exciting opportunities Exist....

While there is over-whelming evidence that the problems affecting women and girls are mounting, there are also emerging trends that offer significant opportunities. For example, the evolving "crisis of the Washington Consensus" –and the mounting evidence of 20 years of failed economic reform – create opportunities to define and build support for economic alternatives. The ever-growing activism of women's movements and feminist groups provides women a source of POWER WITH one another. At all levels women's movements have become a visible force to leverage rights as well as to hold states and other power holders accountable. The women's movements are forging growing links with human rights advocacy groups, organized labour, other NGOs and social movements. The nascent convergence between the human rights and development agendas is creating opportunities for more holistic approaches and strengthened coalitions, and with it, energy and focus on Economic, Social and Cultural Rights as a key element of a new change agenda.

3. The Internal Context

We could have done better....

In 2004 AAI reviewed progress on its previous strategy, Fighting Poverty Together. The review together with that of our gender work suggested a number of areas where we could have done better. These areas form the basis for suggested improvements that must be made in the current strategy period. These areas include:

- Building greater conceptual clarity across the organisation regarding gender
- Building greater conceptual clarity across the organisation regarding a rights based approach
- Recognising and guarding against the de-politicization of gender equality and of gender mainstreaming as approaches towards changing power relations between women and men
- Building greater capability for strategic thinking in programmes
- Strengthening our monitoring and reporting systems
- The need to invest in reflection, analysis and knowledge production within AAI
- Recognition of and dealing with resistance to gender equality
- Strengthening partnerships with women's rights movements and feminist groups
- Strengthening women's rights advocacy at all levels.
- Institutionalising women's rights so that it is a key performance area and programming focus for all, and is not reliant on a few designated individuals.

- Ensuring that gender/women's rights posts and working groups have power and resources to lead change.

A new AAI strategy and new opportunities...

AAI's new strategy, "Rights to end poverty", offers new opportunities to further the women's rights agenda. Within the strategy there is recognition by AAI that women's rights and gender equality offer the key to poverty eradication, on one hand, and on the other that women's rights in and of themselves must be promoted and protected. Thus AAI repositioned women's rights and gender equality at the centre of Rights to End Poverty. The strong commitment to women's rights is expressed in the following quote from the AAI strategy:

"In addition to embracing women's rights as one of our overarching goals, we will place women and girls at the heart of our work around the world. We will also address women's rights directly, for example, by seeking to work with women's organisations to transform gender relations. Our hope and aim is to witness women worldwide growing in confidence, skills and knowledge so that they may decide their own destiny, live without fear of violence and participate effectively in decisions that affect their lives and livelihoods"¹.

We have commitments across themes

In our global strategy, each of the other five Themes has specific commitments to further women's rights.

The commitments made within each Theme are as follows²:

Women's Rights

Key actions:

- strengthen the capacity of women and girls to claim their rights and meet their basic needs
- take actions to protect women and girls from violence and provide support if they suffer violence
- strengthen women's leadership and participation in governance and decision making
- build and strengthen women's organisations and movements and support them in connecting with broader alliances
- advocate and campaign for laws, policies and practices that advance and protect women's rights
- raise consciousness and change attitudes so that men and women relate to each other as equals and men and boys support the cause of gender equality.

Right to Food

Key actions:

- advocate and campaign for farmers' rights – especially women's – to agricultural land, water, pastures, forest and seeds
- support and build strong civil society networks that include farmers', women's and landless people's organisations, working together to secure the right to food

Right to Education

Key actions:

- support excluded and disadvantaged groups, especially girls, in gaining access to the quality education which is their right
- promote the rights of all learners within education systems and ensure that both boys and girls understand women's rights, and discrimination and violence are eliminated.

Right to Life and Dignity in the Face of HIV/AIDS

"Around six in ten people living with the virus are women, and the proportion is rising. Many women in countries with high infection rates experience violence, unjust inheritance practices and difficulties in negotiating safe sex".

Key actions:

¹ *Rights to End Poverty*

² These are extracted as stated in "Rights to End Poverty"
Women's Rights Strategic Plan 2005 – 2010

- promote the rights of women and girls, especially the rights to information, protection from violence, freedom from stigma and discrimination, reduction in the burden of care and the power to make choices for safer sex practices
- promote the right of the poor and excluded, especially women and girls, to free and comprehensive treatment and care
- secure sustainable livelihoods and good nutrition for PLHA, especially women and girls; this includes their property rights
- explore ways in which successful and widely-employed approaches developed by ActionAid, such as *Stepping stones*, can go further in tackling gender relations in communities and households.

Right to Just and Democratic Governance

Key actions:

- strengthen the capacity of women and poor and excluded people to organise themselves to claim rights, participate in decision-making processes and influence public policy

Right to Human Security in Conflict and Emergencies

Key actions:

- generate knowledge and compile evidence of how women and poor people experience conflict, climate change and environmental damage
- advocate for the protection of women's and girls' rights during situations of conflict and disasters
- support women's groups and civil society to be active and effective in conflict resolution and peace building

4. The Women's Rights Theme: Objectives and Goals

Theme Objectives

Our Theme Objectives are:

- To develop external partnerships to enhance delivery on AAI commitments,
- To increase internal capacity for delivery on commitments,
- To formulate and lead the delivery of specific interventions as may be necessary to support effective delivery on the commitments made by AAI, and
- To support the institutionalization of a focus on women's rights in all AAI work.

Goals

The goals for the Women's Rights Theme are spelt out in "Rights to End Poverty" as key actions and are restated here.

1. strengthen the capacity of women and girls to claim their rights and meet their basic needs
2. take actions to protect women and girls from violence and provide support if they suffer violence
3. strengthen women's leadership and participation in governance and decision-making
4. build and strengthen women's organisations and movements and support them in connecting with broader alliances
5. advocate and campaign for laws, policies and practices that advance and protect women's rights
6. raise consciousness and change attitudes so that men and women relate to each other as equals and men and boys support the cause of gender equality.

The Women we work with and for

We prioritise poor women and girls. We also recognize that gender very often intersects with and is influenced by other factors such as race, class, caste, ethnicity, geography, disability and poverty. Therefore we prioritise women who suffer exclusion and injustice due to these and other factors. Our position is that gender inequality in and of itself, without intersecting with poverty is an injustice that we must fight. This in certain contexts means working with women who are not necessarily the "poorest of the poor" but who suffer exclusion and injustice on the basis of their sex and/or gender, but as tactics and means to reach the poor and excluded women or addressing their issues.

5. Programming Approaches

The women's Rights Theme operates both independently on its own projects and across every AAI project and programme supporting the potential to address women's rights issues. Programming within the Theme will follow three tracks. We will have standalone initiatives, mainstreamed initiatives and linking initiatives that bridge the separation between these two. In standalone initiatives, the team leading on the Theme will directly develop and implement its own projects. In mainstreamed initiatives, the Theme will regard all AAI projects and programmes as opportunities to address women's rights issues. The linking initiatives will focus on bringing about synergies between the first two tracks.

The purpose and content of each track is discussed below.

Track 1: Standalone Women's Rights Interventions – 'Pursuing the Broader Agenda'

1. Addressing specific issues within the Women's Rights Theme priorities that cannot (either completely or in the early stages) be dealt with through mainstreaming. This can be for reasons of scope, content or geography or other similar limitation within a theme.
2. Addressing emergent women's rights issues that have a significant bearing on either the achievement of organisational goals or critical implications for the way in which women's rights are mainstreamed.
3. Strengthening and facilitating the work of women's rights organisations and their coalitions/alliances with strategic partners including support to processes of reflection, learning and strategising.
4. Embark on and/or support selected women's rights campaigns.

Track 2: Mainstreaming Women's Rights – 'Leveraging Programmes for Women's Rights'

Mainstreaming of women's rights can be regarded as the process of examining every step in intervention design, implementation, management and evaluation from a women's rights perspective so as to ensure that women's rights issues and experiences are an integral dimension of the intervention. Mainstreaming aims to ensure that women's rights are an integral dimension of ALL interventions. It is however not just about "including" women and girls, or mere addition of women's rights elements. In order to ensure that mainstreaming effectively contributes to TRANSFORMATION, the following types of interventions will be under-taken.

1. In each of the other five AAI themes, development of a specific women's rights intervention or programme, with clear goals, objectives, strategies and a budget. Hence in this strategic plan the four issues chosen; Violence against women, women's rights in relation to HIV& AIDS, women's land rights, and women's participation in politics are derived from, and linked to the five themes. The women's rights team will lead on the agenda as outlined in this plan.
2. In addition, each theme will be expected to ensure that in all their work there's; gender analysis under-pinning all interventions, clear women's rights objectives, strategies and budgetary allocations.
3. The women's rights team will support strategic mainstreaming of women's rights issues and experiences into all programmes and projects. This will be achieved through:
 - a) Strengthening the capacity of staff and partners in mainstreaming women's rights,
 - b) Supporting the development and use of operational tools, and
 - c) Building internal capacity for women's rights monitoring and evaluation.
4. Strengthening the alignment of resources with the women's rights commitments made. This will consist of:
 - a) tracking budget,
 - b) tracking staffing,
 - c) tracking and analysing partnerships, and

5. Strengthening organisational learning on mainstreaming of women's rights. This will be achieved through:
 - a) Creating networks of exchange and learning that build on emerging experiences both within and outside the organisation.
 - b) conducting periodic internal reviews on progress and factors contributing to this

Track 3: Linking Standalone and Mainstreamed Actions – 'Strengthening Complementary Actions and Synergies'

This track ensures deliberate actions that allow for mutually reinforcing actions to occur. It is via this track that we have deliberately selected women's rights issues that will bring together our stand alone strategies and our mainstreaming objectives, to give rise to a body of work that links in neatly with ALL of AAI's thematic areas.

To achieve this, the Women's Rights Theme will do the following:

- a) Identify and work on common threads that link related issues across and beyond Themes. For example our work on women's political participation is not just about Governance. It's also about impacting on the HIV agenda, or women's rights to land, etc.
- b) Identify programme components that although working separately/differently contribute to a common goal and seek to elicit relevant information and participation to inform the pursuit of the goal. For example, one goal under this track is; To address violence against women in all spheres where such violence occurs. There will be a number of actions taking place in different themes and at various levels. The HIV&AIDS Theme will bring perspectives on rape as factor in HIV & AIDS, while the Human Security Theme will work on rape as a weapon of war, while the Education Theme addresses sexual harassment on the way to and from schools. These pieces of work while addressing different settings and contexts, are all about violence against women and girls, whose causes and impacts are very much similar. Through pulling together such similarities and experiences the wider agenda is strengthened and pushed with increased urgency across the themes and across the organisation.
- c) Provide periodic analysis, reviews and reports that examine the organisation's work from this perspective
- d) Facilitate the participation of focal staff and partners working on women's rights and other themes in international processes, campaigns and other opportunities.
- e) Initiate and facilitate specific campaigns on selected issues, inter-thematically.

The selection of a track/tracks to pursue will be both purposive and adaptive to emerging opportunities. There will be issues where it may not possible to rapidly respond by involving other themes or country programmes, there will also be issues where the natural progression presents scope for greater involvement of other themes and country programmes. The leadership team will take the responsibility for making judgments as the need arises and mobilizing action within the organization as appropriate.

6. Strategic Priorities

The Theme has six goals that reflect the actions that AAI has committed to undertake on women's rights as a specific organisational priority. In this section the goals are translated into strategic priorities that a) further the Theme's goals, b) operationalise the three programming tracks and c) reflect the outcomes of the consultations undertaken to date between themes and within the Theme. The strategic priorities reflect the work that is considered practically feasible for the period 2006-2007. The work will be reviewed and further planning taking on board lessons and experiences will be undertaken for the period 2008-2010.

Five strategic priorities, four outward facing and one inward facing, will be pursued. The four outward facing strategic priorities are:

- Reduction of violence against women and girls
- Increase attention and action on women's rights in relation to HIV and AIDS
- Contribution to greater recognition, realisation and protection of women's LAND rights
- Enhance women's participation in politics

The inward facing strategic priority is the strengthening of internal capacities to deliver on women's rights. The key strategic actions to be undertaken under each are out-lined below. Below each is also an indicative list of core countries. This indicates countries already engaged in this work, as well as those that have already indicated some interest or potentially could be the driving core group on this strategic priority;

6.1 Reduction of Violence against women and girls

- ❖ Increase awareness and consciousness on violence against women and girls
- ❖ Strengthen advocacy and campaigns for laws and policies that protect women and girls' rights
- ❖ Improve the effectiveness of women's movements and organizations in addressing violence against women and girls.
- ❖ Strengthen mainstreaming of interventions that address violence against women and girls in other themes

AAI's work will depend on each specific context. Sexual violence, physical violence, violence against girls in education, and trafficking will be some of the key issues. An international campaign set to begin in 2006 will place particular emphasis on the intersection between Violence and HIV& AIDS. The multi country initiative on violence against girls as a structural barrier to education will be strengthened.

Expected Outcomes:

- Increased awareness amongst both women and men on VAW in countries where we work
- Higher school completion rates amongst girls and reduction of Violence against girls
- Concrete legislative and policy changes in countries where there are no laws
- Strong national, regional and international networks working on VAW
- Formation of an international network working on VAW and HIV& AIDS
- Reduction of reported incidence of sexual violence and HIV& AIDS

Core Countries: Kenya, Mozambique, Ghana, India, Nigeria, Uganda, Vietnam, Bangladesh, Great Lakes region, Sierra Leone

6.2 Increase attention and action on women's rights in relation to HIV & AIDS

- ❖ Enhance awareness , analysis and consciousness on HIV & AIDS as it relates to women and girls
- ❖ Strengthen advocacy and campaigns for laws and policies as well as implementation of those that already exist to promote and protect the rights of women in the context of HIV & AIDS
- ❖ Build and strengthen movements and organizations focusing on the rights of women, in particular organizations of women living with/affected by HIV and AIDS.
- ❖ Strengthen mainstreaming of women's rights in HIV & AIDS responses

The women's rights theme will play a major role towards implementation of the Mutapola Framework on women's rights and HIV&AIDS. Our key contribution will be the initiation of an international campaign on Violence against women and its link with HIV & AIDS.

Expected Outcomes:

- Reduction of HIV incidence amongst younger women
- Concrete legislative changes to protect women re: violence, inheritance, property, marriage
- Formation of strong networks of women living with HIV& AIDS at all levels
- Reduction of VAW, in particular sexual violence

Core Countries: All Southern African Countries, India, China, Nepal, Haiti.

6.3 Contribution to greater recognition, realization and protection of women's LAND rights

- ❖ Enhance awareness and consciousness on women's land rights
- ❖ Advocate and campaign for laws and policies, as well as implementation of existing ones to promote and protect women's land rights
- ❖ Build stronger movements and organizations of landless women
- ❖ Strengthen mainstreaming of women's land rights

Women's lack of access and control over land is the primary factor under-lying women's hunger and denial of food rights. Poor rural women, indigenous women, and minority groups or lower castes are particularly affected.

Expected Outcomes:

- Visibility of women's groups and movements fighting for land rights at all levels
- Formation of strong international networks on women's land rights
- Concrete legislative and policy changes giving women access and control over land
- Women claiming their land rights individually and collectively

Core Countries: Zimbabwe, Uganda, Ethiopia, India, Pakistan, Cambodia, Brazil, Guatemala, Nepal, Vietnam

6.4 Enhance women's participation in politics

- ❖ Enhance awareness, analysis, and consciousness on women's leadership
- ❖ Advocate and campaign for laws and policies as well as implementation of those that already exist to enhance women's political participation
- ❖ Support and strengthen women's movements and networks
- ❖ Effectively mainstream women's leadership and political participation

AAI's main area of focus will be women's participation in local governance. However lessons will also be learnt from women's participation in national legislatures. Particular emphasis will be on post conflict/transition countries where women's movements and participation is very weak.

Expected Outcomes:

- Increased numbers of women in local governments in countries where we work
- Effective participation of the said women in decision making especially on issues affecting them and other women
- Affirmative action laws, and other enabling laws and policies in place to enhance women's political participation

Core Countries: Transition countries; Burundi, Rwanda, DRC, Liberia, Sierra Leone, Afghanistan, & Kenya, India, Brazil, Guatemala.

A detailed OPERATIONAL PLAN covering the period 2006-2007 outlines the specific activities under each of the above. See Appendix 3.

6.5 Strengthening Internal Capacities for Delivery

The women's rights agenda that AAI has set is ambitious but achievable. While the developmental results of the strategy outlined here will take long to achieve, the operational results are attainable within the first two years of the strategy. Building on the Gender Review of 2004 and the role envisioned for the Women's Rights Theme, there is need to address five critical aspects of organisational capacity, namely;

- Staffing
 - Financing
 - Skills
 - Knowledge and Learning
- Monitoring, Evaluation and Accountability

6.5.1 Staffing

i. The Core Team

By mid 2006 the International Core Team will be as follows:

- The International Theme head
- Policy and campaigns coordinator
- Programmes Support & Capacity building adviser (+Leadership on Human security theme)
- Policy Analyst

- Policy researcher
 - Documentation and communications officer, and
 - Programme Assistant.
- Vacant positions will need to be resourced and filled urgently.

ii. The International Coordinating Group

This will comprise all in i above, plus

- Africa Regional Women's Rights Coordinator (who will provide thematic leadership on HIV&AIDS)
- Americas Women's Rights Regional Coordinator (+ leadership on Food and hunger)
- Asia Women's Rights Regional Coordinator (+leadership on Governance)
- Europe Women's Rights Regional Coordinator (+leadership on Education)

iii. Women's Rights Staff

All above, plus full time women's rights staff within each Country Programme

iv. Women's Rights Community

This is the wider community of interest within the organization. This is not a decision making group. To facilitate communication and sharing, the core team will:

- Create list serves for regular email discussions, regular learning and sharing about designing and implementing women's rights work as well as connecting to women's rights networks and groups
- Encourage each region to meet at least once a year, (to coincide with strategic regional leadership meetings).
- Convene an international meeting once every two years, and couple this with a capacity building exercise.
- Work to ensure that they are informed and empowered to engage on women's rights issues within their units and across the institution
- Create possibility for ad hoc task forces to keep group engaged on strategic issues within and outside the organisation
- Include Women's rights focal persons, (who are not necessarily staff and are located within other AAI themes or CPs).

v. The AAI Community as a whole

Every staff member of the organisation has a duty to contribute towards the attainment of the organisational agenda on women's rights. For this reason, the Theme will collaborate with relevant parts of the organisation to ensure that every staff member actively contributes to the advancement of women's rights. We will seek to have knowledge of and contribution to women's rights as part of personnel appraisal.

6.5.2 Skills

As has already been pointed out in various reviews and processes to date, current staff capacities for; analysis, programme design, campaign and advocacy strategizing, and knowledge development on women's rights are very weak across the board. Serious efforts will be made to build these, starting with International Directors followed by Country Directors downwards. The Programmes Support Officer will be responsible for providing support to staff in these areas. The new Gender and Rights Based Approaches Tool-kit will be a valuable resource in this regard. It is important to note that there is now a very wide community of women's rights experts in almost all countries where AAI works. Strategic use of and partnerships with organisations that do capacity building will be made. The PA to the team will compile a data base of such expertise and make it available to CPs and regions. We will organise a biennial training event, to coincide with a meeting of the women's rights community. Each region and country programme must include a training budget on an annual basis.

We will work with International Organisational Effectiveness to develop and seek resources for a **women's leadership development programme** aimed at strengthening women within AAI's skills and upward mobility.

6.5.3 Monitoring, Evaluation and Accountability

The new internal "architecture" for women's rights will enhance reporting and relationships, as well as accountability of teams and leaders on women's rights. In addition, a process will be started in 2006 to develop specific M&E tools and indicators. This will be done in collaboration with Impact Assessment. The Tool-kit on Gender and Rights Based approaches will greatly enhance this.

This strategic plan provides for monitoring and evaluation but deliberately shies away from developing specific indicators for the Theme. The reasons are simple. The Theme seeks to set an agenda and direction for AAI's work in women's rights. What monitoring and evaluation will need to respond to are four broad questions that will guide the development of indicators for specific projects. These questions are:

1. Are we moving in the set direction and does this direction continue to be relevant?
2. Is our work on the required scale and of the necessary quality to make a difference locally, regionally and globally?
3. Are we making sustainable changes in the lives of women and girls?
2. How can we do better?

Adopting broad questions that focus on reviewing our work will allow the Theme to critically examine every aspect of its work, accommodate the diversity of activities and provide a common yardstick for all activities without being prescriptive. A key challenge here will be ensuring that the reviews of our work continuously relate any work under review to the strategic priorities set for the current planning period.

6.5.4 Learning and Knowledge

A lot more emphasis will be put on this, particularly on tracks 2 and three of our approach. Each year we will aim to produce one good quality publication on a selected women's rights issue. Together with Shared Learning, and the Knowledge Initiative we will develop a programme covering the strategy period. A full time documentation and communication officer will provide the much needed information production and dissemination both within and outside AAI. Together with International Communications, we will develop specific communication products, with special emphasis on external communication.

6.5.5 Financing

To correspond with commitments within this strategy and Rights to End Poverty, each region and CP will develop a clear operational plan together with a specific budget for women's rights work. Similarly, all themes should budget for their own "mainstreamed" women's rights work. At the international level we will strengthen efforts to raise external funding for regional, and multi country initiatives. We will also develop joint proposals with other themes to maximise opportunities. We will work with International fund Raising teams to develop particular women's rights products.

Expected Outcomes:

- At least one person or a team specifically working on women's rights in each CP with a sizeable budget
- A vibrant internal women's rights community made up of staff from various themes, and functions
- Visibility of Women's rights work internally- through shared learning, websites, and specific communication tools
- At least one good publication on a women's rights theme once a year
- A well developed M&E framework with indicators for measuring change
- AAI staff appraisal system with clear accountabilities on women's rights for all staff
- An increase in external funding support for women's rights work across the organisation

	Plan						% of total				
	2005	2006	2007	2008	2009	2010	2006	2007	2008	2009	2010
Natural Costs											
Grants to Other Organisations/Block Budget	96,259	96,000	686,000	565,000	581,950	599,409	17%	57%	51%	51%	51%
Staff Costs	89,824	220,122	283,035	303,867	312,983	322,373	38%	24%	28%	28%	28%
Travel and Transport	6,986	39,500	39,500	39,500	40,685	41,906	7%	3%	4%	4%	4%
Office Services	76,604	222,184	186,900	191,500	197,245	203,162	38%	16%	17%	17%	17%
Capital	-	-	-	-	-	-	0%	0%	0%	0%	0%
Total	269,673	577,806	1,195,435	1,099,867	1,132,863	1,166,849	100%	100%	100%	100%	100%
Statutory Costs											
Project	215,738	358,240	788,987	725,912	747,690	770,120	62%	66%	66%	66%	66%
Support	40,451	202,232	358,631	329,960	339,859	350,055	35%	30%	30%	30%	30%
Fundraising	13,484	17,334	47,817	43,995	45,315	46,674	3%	4%	4%	4%	4%
Total	269,673	577,806	1,195,435	1,099,867	1,132,863	1,166,849	100%	100%	100%	100%	100%
Strategic Objectives											
Women's Rights	269,673	577,806	1,195,435	1,099,867	1,132,863	1,166,849	100%	100%	100%	100%	100%
The Right to Education											
The Right to Food											
The Right to Human Security in Conflict and Emergencies											
The Right to Life and Dignity in the Face of HIV/AIDS											
The Right to Just and Democratic Governance											
Total	269,673	577,806	1,195,435	1,099,867	1,132,863	1,166,849					
Categorisation											
International Co-ordination	194,010	207,850	206,265	216,182	222,667	229,347	36%	17%	20%	20%	20%
Reduction of Violence Against Girls		42,000	120,000				7%	10%	0%	0%	0%
Women's Rights and HIV/AIDS	20,000	70,750	41,420	41,220	42,457	43,730	12%	3%	4%	4%	4%
Women's Property Rights	5,230	42,000	41,420	41,220	42,457	43,730	7%	3%	4%	4%	4%
Women's Leadership and Participation in Decision Making	2,562	77,000	43,920	48,620	50,079	51,581	13%	4%	4%	4%	4%
Strengthening Internal Capacity	47,871	58,883	70,166	73,866	76,082	78,364	10%	6%	7%	7%	7%
International Campaign		79,323	672,244	678,759	699,122	720,095	14%	56%	62%	62%	62%
Total	269,673	577,806	1,195,435	1,099,867	1,132,863	1,166,849	100%	100%	100%	100%	100%

7. Implementation Risks

The implementation risks for this strategy are presented in Appendix 3 together with mitigation strategies. Throughout the implementation period it will be important to track and monitor the risks and devise appropriate responses

Activity type	Risk Identified	Impact	Probability	Risk Owner	Action Plan
1. International campaign on VAW, HIV/AIDS & conflict	Low internal staff capacities	High	High	International Head, CDs, Regional co-ordinators, HR/OE	Build staff capacities through training and experiential learning
	Resistance/unease amongst women's movements, trustees and supporters	High	Medium	Int. Head, CP staff, Regional Coordinators,	Negotiate spaces within women's movements Ensure genuine partnerships in all contexts Continuously demonstrate how the work is rooted in grassroots experiences. Demonstrate effectiveness.
	AAI does not commit enough time and resources to campaigns	High	Medium	All, particularly; IDs, CDs, HR/OE, women's rights staff	Make a case for adequate resources and have lifespan of campaigns defined by attainment of objectives
	Slow inter-thematic coordination	Medium	Medium	Theme heads, ID policy, Regional coordinators	Agree on plans & expectations. Develop joint plans, share budgets, joint fund-raising
2. Strengthen women's movements and networks in all 4 strategic priorities	Resistance/unease amongst women's movements as to the role of AAI.	High	Medium	Intl. Head, CPs, Regional Coordinators,	Tread cautiously in all contexts, Negotiate spaces, Ensure genuine partnerships
3. Change societal attitudes and behaviour on women and girls' rights	Resistance amongst AAI staff in DA/DIs and CPs, as well as amongst community members	High	High	All, particularly; IDs, CDs, HR/OE, women's rights staff	Piloting and "show-casing" results. On going staff training and awareness raising within communities
	Insufficient exposure and limited tools for conducting consciousness raising work on sensitive topics	Medium	Medium	All- see above	On going training and exposure for staff, Provide tools, methods- GRBA tool-kit,
4. Produce high quality knowledge, and learning on women's rights	Limited writing and analytical skills internally	Medium	Medium	Information and documentation officer, Shared learning coordinator, Knowledge Initiative Dir.	Facilitate skills building exercises for staff Bring in external writers & partners
	Limited financial resources	Medium	Medium	Knowledge Initiative Director, Shared Learning Co-ord, Intl Head	Raise funding for knowledge production,

8. Appendices

Appendix 1: The pillars of our work

Appendix 2: Our approach

Appendix 3: Operational plan

Appendix 4: Typology of organisations that we will work with at international level

Appendix 1: The Pillars of our Work

In all of our work we aim to promote and protect women and girls' human rights. These rights are universal, inalienable, indivisible and non-negotiable. They are enshrined in international and regional human rights covenants and declarations to which governments have already committed themselves. These include:

The Universal Declaration of human rights - 1948

The Convention on the Elimination of all forms of discrimination against women- 1979

The Covenant on Economic Social and Cultural Rights -1966

The UN Declaration on the Elimination of all forms of violence against women- 1993

The Vienna Declaration on Human Rights - 1993

The Beijing Declaration and Platform for Action - 1995

The International Conference on Population and Development (ICPD), declaration -1994, and other regional and sub-regional charters, declarations and agreements.

Principles

All our work will be guided by the need to promote and protect women and girls'

- Personhood and autonomy
- Citizenship
- Bodily integrity
- Choice and informed choice
- Agency

Commitments in Pursuing our Work

In order to sharpen our work and consistent with AAI's rights-based approach we make the following commitments about how we will do our work.

1. **We** will work to challenge and change power relations that are the root causes of women and girls' exclusion and violation. We will therefore focus on POWER in all its forms and manifestations³.
2. **We** are committed to radically transforming the unequal power relations between women and men, challenging the patriarchal system, and changing our own personal behaviours and attitudes – living out the principle that the personal is political.
3. **We** shall position ourselves with feminist thought, values, principles, and conceptual frameworks in pursuit of our goals.
4. **We** commit ourselves to defend the minimal gains that have been made by and for women and girls and to consolidate these gains, by pushing more boundaries.
5. **We** take sides with those with less power in the gender equation - women and girls. Gender is about women and men, and the power relations between them. Research, and day to day lived realities, in the global North and South, all show that females are more disadvantaged, marginalized, excluded, discriminated against and in many cases denied opportunities and rights compared to men and boys even within the same class or caste. This understanding is the foundation for our position and our approaches. We will work with men and boys where necessary, in furthering pursuit of our women's rights strategic agenda.
6. **We** will hold all actors accountable for their actions (or lack thereof) particularly in relation to existing commitments to further the women's rights agenda.

³ "Power refers to the degree of control over material, human, intellectual and financial resources exercised by different individuals, groups and institutions."

Appendix 2: Our Approach

The Rights-based Approach shall be the underlying approach to our work. Within this approach we will adopt a number of broad strategies that will reinforce and improve the effectiveness of this approach. The broad strategies will be: a focus on power, the facilitation and support to women's agency, and partnership and networking.

The Rights-Based Approach

"From a human rights perspective, poverty is not merely a state of low income but a human condition characterised by the sustained deprivation of the capabilities, choices and power necessary for the enjoyment of fundamental rights"⁴.

We believe that women are vulnerable and more impoverished as compared to men because they HAVE BEEN SYSTEMATICALLY made vulnerable by years of violence, patriarchal power and control as well as decades of inequitable laws and policies deliberately designed to put them in this position. A human rights approach demands that we confront the systems and structures that continue to violate women's rights, as well as design interventions that go beyond economic empowerment.

A focus on Power

In pursuing a rights-based approach we will be cognizant of and continually draw attention to and call for actions to address the unequal power relations that define the status of women as lesser beings. We will focus on power in all its forms and manifestations to challenge and change power relations that are the root causes of women and girls' exclusion.

We aim to reduce the power of others over women, strengthen the power of women to act on their rights by supporting improvements in women's perception of self (power within) and strengthening their collective power with other women on matters affecting them.

We will focus on the types of power, the different faces of power and the different realms within which power is exercised or experienced.

Types of power and related strategies

Types of Power	Meaning	Strategies
Power <u>with</u>	Finding common ground among different interests and building collective strength. The power of numbers.	Support the formation and strengthening of women's organisations and movements Support solidarity between women's movements and other rights movements Challenge unequal power relations and support collective agendas <u>Strengthening women's leadership</u>
Power <u>to</u>	The unique potential of every woman or girl, to shape her life and world. This is based on our fundamental belief that each individual has the power to make a difference in the world.	Build women's power to make decisions and choices Support and advocate for girls' education Strengthen women's economic and political empowerment programmes
Power <u>within</u>	POWER WITHIN, i.e. building women's and girls' sense of self-worth and self-knowledge; this includes abilities to recognize individual differences while respecting others.	Promote and facilitate programmes on confidence building, self-awareness and self worth Build awareness of rights and own agency
Power <u>over</u>	The ways in which power is exercised means that women and girls have very little power over many aspects of their own lives and in public spaces. It also means that men, boys, and institutions often exercise negative POWER OVER them.	Awareness raising among both sexes Consciousness raising among girls and women Emphasis of positive values and exercise of power in governance and leadership

The focus on power means we will also look at the different faces of power and the realms within which power is exercised and experienced.

Faces of Power

⁴ Association of Women's Rights in Development 2004
Women's Rights Strategic Plan 2005 – 2010

Face	Meaning
Visible	Observable Decision-Making ⁵ This refers to the formal rules, laws, structures, authorities, institutions and procedures of decision-making. Most government reform and advocacy strategies deal with this visible, definable face of power by addressing <u>institutional biases, closed processes, and discriminatory laws.</u>
Hidden	Setting the Political Agenda Hidden power does not operate openly and is therefore, more difficult to engage. Vested interests tend to operate behind the scenes to maintain their influence by controlling; who gets to the decision-making table and what gets on the public agenda. These dynamics exclude and devalue the concerns and representation of less powerful groups, like the poor and women.
Invisible	Defining Meaning Invisible power is the most insidious dimension because it influences women's values, beliefs and sense of self. Socialization, culture and ideology perpetuate exclusion and inequality by defining what is "normal", or acceptable. This form of power is what often makes women and girls feel they are to blame for their predicament and prevents them from claiming their rights.

We will work on all the realms in which women and girls experience negative power over them. That is,

- i) The public sphere; in jobs, education, and public spaces
- ii) The private sphere; particularly the family and sexual partnerships

Facilitate and Support Women's Agency

We will deliberately seek out and support women and girls' agency to act for the realisation and protection of their own rights. Promoting such agency means we will:

- a) Provide support to women's rights activists and women's organisations
- b) strengthen poor and excluded women's voices
- c) Support women's initiatives to share their experiences and build their own knowledge.

Partnerships and networking

To strengthen and widen the reach of our work we will work with other organisations engaged in similar struggles as well as those with whom alliances may be strategic for the realisation and protection of women's rights. We will strive to ensure that every AAI project and/or programme has an alliance or partnership with an organisation whose main focus is the pursuit of women's rights. We will participate in networks both as a way of learning and sharing and supporting women's rights movements. We will develop strategic alliances with and between women's movements and other social movements.

⁵ We are grateful to Miller and Veneklasen for use of this section from their manual – A New Weave of Power, People and Politics

Appendix 3: Operational Plan

Strategic Priority 1: Reduction of violence against women and girls

Strategic Objective	Tactic	Indicative Activities 2006	Indicative Activities 2007
1. Increase awareness and consciousness on violence against women	<ul style="list-style-type: none"> Strengthen women's rights education programmes 	<ul style="list-style-type: none"> Roll out Gender and Rights based approaches tool-kit Develop –in collaboration with REFLECT and STAR units, a VAW education module for use with communities. Pre-test in six selected DA/DIs CPs begin roll-out of module by end of year 	<ul style="list-style-type: none"> Refinement of VAW education module Expansion of countries in roll-out Document emerging lessons
	<ul style="list-style-type: none"> Document and share good practices in education and consciousness raising 	<ul style="list-style-type: none"> On going documentation of emerging lessons Sharing lessons within AAI and externally 	<ul style="list-style-type: none"> Documentation of experiences
	<ul style="list-style-type: none"> Strengthen partnerships with violence against women movements at various levels 	<ul style="list-style-type: none"> Identify partners at all levels for VAW/HIV campaign Sign MOUs and provide small grants where appropriate Develop joint programmes with partners 	<ul style="list-style-type: none"> Reach out to more partners at all levels Monitor partnerships through PRRP processes
	<ul style="list-style-type: none"> Develop international campaign on VAW & its link with HIV/AIDS and conflict. 	<ul style="list-style-type: none"> Concept note on VAW & HIV campaign signed-off at international level Launch & Roll-out campaign in selected countries Identify and interest potential partners Fundraising for campaign Presence at International AIDS Conference Documentation and analysis highlighting linkages between HIV/AIDS and violence against women Mount rolling campaigns around significant women's rights days; March 8th, 16 days of activism, Human Rights day, Use strategic media Support CPs to design and run national level campaigns Produce policy briefs Produce appropriate campaign tools; posters, leaflets, t-shirts, web-pages, etc. 	<ul style="list-style-type: none"> Continue with VAW & HIV campaign Monitor campaign through PRRP processes and refine strategies & activities Produce policy briefs Produce media messages, and appropriate communication tools and messages; posters, post-cards, etc
2. Strengthen advocacy and campaigns for laws and policies that protect women and girls' rights	<ul style="list-style-type: none"> Strengthen advocacy campaigns at all levels 	<ul style="list-style-type: none"> DA/DI's to collect women's experiences and views on laws & policies on VAW & HIV. Document & use to influence law reform. Organise public hearings, accountability sessions in DA/DIs to influence policy makers Collate women's views and experiences at regional & International level to feed into Intl. campaign Provide technical support to local campaigns 	<ul style="list-style-type: none"> Continue with activities as per 2006 Review, reflect & refine strategies where appropriate

	<ul style="list-style-type: none"> • Monitor implementation of laws, policies and international agreements 	<ul style="list-style-type: none"> • Monitor regional protocols and international agreements through shadow reports with partners • Facilitate participation of women leaders in C.E. D. A.W meetings and UN-CSW (January and March). • Support CPs and partners in production of shadow reports 	
	<ul style="list-style-type: none"> • Amplify women and girls' voices to demand effective laws and policies 	<p>This will be achieved through campaign activities above, as well as hearings and accountability sessions where women will speak on their own behalf on experiences and what changes they'd like</p>	<ul style="list-style-type: none"> • Organise for community women leaders' participation in CEDAW, UN-CSW, and national parliamentary sessions.
3. Improve the effectiveness of women's movements and organisations in addressing violence against women and girls	<ul style="list-style-type: none"> • Support movements, network and alliance building on violence against women 	<ul style="list-style-type: none"> • Facilitate formation of VAW/HIV&AIDS networks at regional and international level. • Provide technical and financial support to networks 	<ul style="list-style-type: none"> • On going from 2006 • Facilitation formation of VAW, HIV and conflict networks in selected post conflict countries. • Provide technical and financial support to these networks
	<ul style="list-style-type: none"> • Support actions at various levels by women's movements 	<ul style="list-style-type: none"> • Provide grants and technical support to strategic groups and their activities 	<ul style="list-style-type: none"> • On going from 2006
	<ul style="list-style-type: none"> • Facilitate learning and sharing amongst women's organisations 		<ul style="list-style-type: none"> • Facilitate and Support PRRPs in CPs and with external partners at international level. • Document experiences in joint work
4. Strengthen mainstreaming of interventions that address violence against women	<ul style="list-style-type: none"> • Support themes to undertake relevant analysis 	<ul style="list-style-type: none"> • Provide technical support for analysis in HIV&AIDS and Conflict themes 	
	<ul style="list-style-type: none"> • Support themes to develop appropriate responses 	<ul style="list-style-type: none"> • Provide technical support to Education theme • Development of Violence against girls' & education charters and use this for advocacy in on going education campaigns. • Work with Governance theme on State of States report – contribute chapter on VAW & HIV 	<ul style="list-style-type: none"> • Work with other themes to produce policy brief on Food, hunger, VAW, HIV, and education. • Use this for advocacy purposes • Continue activities from 2006
	<ul style="list-style-type: none"> • Support themes to monitor implementation of strategies/responses 	<ul style="list-style-type: none"> • Annual assessments of theme and CP responses 	<ul style="list-style-type: none"> • Annual PRRPs and document lessons

Strategic Objective	Tactic	Indicative Activities 2006	Indicative Activities 2007
1. Enhance awareness, analysis and consciousness on HIV&AIDS as it relates to women	<ul style="list-style-type: none"> Raise consciousness and empowerment of women so that they fight for their rights 	<ul style="list-style-type: none"> Documentation of women's experiences with HIV in Asia and selected countries in Americas 	<ul style="list-style-type: none"> Linking women's organisations working on HIV&AIDS in Asia with those in Africa Facilitate and organise exchange visits between Africa and Asia
	<ul style="list-style-type: none"> Advocacy and campaigning for changes in societal attitudes and behaviour with an emphasis on the role of the mass media 	(to be addressed through campaign in goal 1)	<ul style="list-style-type: none"> Review campaign and refine strategies and activities where appropriate
	<ul style="list-style-type: none"> Raise awareness and consciousness among men and boys where appropriate 	(to be addressed through campaign in goal 1)	See goal 1
2. Strengthen advocacy and campaigns for laws and policies as well as implementation of those that already exist to promote and protect the rights of women in the context of HIV&AIDS	<ul style="list-style-type: none"> Develop/strengthen advocacy campaigns at various levels 	(to be addressed through campaign in goal 1)	See goal 1
	<ul style="list-style-type: none"> Monitor implementation of existing laws and/or policies at different levels 	(to be addressed through campaign in goal 1)	See goal 1
	<ul style="list-style-type: none"> Strengthen monitoring and effective implementation of international conventions and other instruments to protect women's rights 	(to be addressed through campaign in goal 1)	See goal 1
Build stronger movements and organisations focusing on rights of women and HIV & AIDS	<ul style="list-style-type: none"> Strengthen women-led and focused organisations of PLWAs 	<ul style="list-style-type: none"> Build institutional capacity of organisations of women living with HIV/AIDS (besides & including ICW) 	<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Support and strengthen organisations of and leadership by women living with HIV & AIDS 	<ul style="list-style-type: none"> Partner with SAPP and Africa Regional HIV unit, to organise an Africa regional conference on women and HIV&AIDS Support and facilitate formation of high profile Africa wide network on women's rights and HIV. Provide seed grant/s for new networks/platforms 	<ul style="list-style-type: none"> Replication of Africa process in Asia and Americas
	<ul style="list-style-type: none"> Increase partnerships between HIV&AIDS focused women's organisations and other women's rights organisations 	<ul style="list-style-type: none"> Support establishment of a strong network of women and HIV&AIDS in Africa Facilitate and support strong presence of VAW, HIV and conflict network/s at Intl. AIDS conference Support preparatory activities towards conference; position papers, panels, policy briefs etc. 	<ul style="list-style-type: none"> Replication of Africa process in Asia and Americas
Strengthen mainstreaming of women's rights in HIV&AIDS responses	<ul style="list-style-type: none"> Support HIV&AIDS and other themes to undertake relevant analysis 	<ul style="list-style-type: none"> Provide Technical support to other themes 	<ul style="list-style-type: none"> On going from 2006
	<ul style="list-style-type: none"> Support themes to develop appropriate responses 	<ul style="list-style-type: none"> Work with Intl. HIV campaign to develop module, & facilitate training on gender budgeting/budget tracking as part of Intl HIV campaign 	<ul style="list-style-type: none"> On going from 2006
	<ul style="list-style-type: none"> Monitor implementation of strategies 	<ul style="list-style-type: none"> Annual PRRPs and feed lessons into on going work 	<ul style="list-style-type: none"> On going from 2006

Strategic Priority 2: Increase attention and action on Women's rights in relation to HIV & AIDS

Strategic Priority 3: Contribute to greater recognition, realisation and protection of women's land rights

Strategic Objective	Tactic	Indicative Activities 2006	Indicative Activities 2007
1. Enhance awareness, analysis and consciousness on women's property rights	<ul style="list-style-type: none"> Raise consciousness and empowerment of women so that they fight for their property rights at various levels 	<ul style="list-style-type: none"> Each CP to identify at least two DAs/DIs where women's land rights is an issue and produce brief with key problems, and solutions Involve women in articulation of problems and solutions in DAs/DIs through hearings, group discussions, and other participatory methods CPs to follow this up with education activities, sessions as appropriate Intl women's rights to provide technical support in designing activities – (Programme Support Officer) 	<ul style="list-style-type: none"> Expand activities throughout CPs Document lessons, collate women's voices for policy advocacy activities Work with REFLECT and STAR to strengthen education/awareness activities
	<ul style="list-style-type: none"> Advocacy and campaigning for changes in societal attitudes and behaviour in relation to women's property rights 	<p>* Design appropriate advocacy interventions based on findings above.</p> <p>* Collect and collate women's voices as above and use for education and advocacy programmes</p>	<ul style="list-style-type: none"> On going from 2006
	<ul style="list-style-type: none"> Raise awareness and consciousness among men and boys where appropriate 	<p>To be achieved through educational activities outlined above</p>	<ul style="list-style-type: none"> On going from 2006
2. Advocate and campaign for laws and policies as well as implementation of those that already exist to promote and protect women's property rights	<ul style="list-style-type: none"> Develop/strengthen advocacy campaigns at various levels 	<p>CPs to design appropriate advocacy programmes with selected partners.</p>	<ul style="list-style-type: none"> On going from 2006
	<ul style="list-style-type: none"> Monitor implementation of existing laws and/or policies at different levels 	<ul style="list-style-type: none"> Use processes towards the World Food summit to prepare situation analysis & policy briefs in each CP 	<ul style="list-style-type: none"> On going from 2006
	<ul style="list-style-type: none"> Strengthen monitoring of and effective implementation of international conventions and other instruments to protect women's land and property rights 	<ul style="list-style-type: none"> Use CEDAW and UN-CSW report processes to highlight women's land rights Produce international policy brief and AAI position on women's land rights for World Food Summit with selected partners Participate in World Food Summit with partners, and in collaboration with Food theme Develop summit commitments follow up strategy 	<ul style="list-style-type: none"> Implement WF Summit follow up strategy
3. Build stronger movements and organisations of landless women	<ul style="list-style-type: none"> Strengthen women-led and focused landless people's organisations 	<ul style="list-style-type: none"> Identify women's networks/ movements on women's land rights Provide technical and financial support Support participation in WF Summit and World Agrarian Reform Conference (July) 	<ul style="list-style-type: none"> Bring together landless women's movement across the continents Consolidate international platform & multi-country programme on land rights

	<ul style="list-style-type: none"> • Support and strengthen leadership by landless women 	<ul style="list-style-type: none"> • Capacity building of women leaders in own movements or mixed landless people's movements 	<ul style="list-style-type: none"> • On going from 2006
	<ul style="list-style-type: none"> • Increase partnerships between landless women and other landless people's movements 	<ul style="list-style-type: none"> • Use World Food Summit process to build linkages and common platforms 	<ul style="list-style-type: none"> • Organise strong presence of landless women's movements and leaders at World Social Forum (to be held in Africa).
4.Strengthen mainstreaming of women's property rights	<ul style="list-style-type: none"> • Support other themes to undertake relevant analysis 	<ul style="list-style-type: none"> • Develop joint work with Corporate control team • Collaborate with HIV teams and ensure women's land rights issue are constantly part of policy positions and advocacy 	<ul style="list-style-type: none"> • On going from 2006
	<ul style="list-style-type: none"> • Support themes to develop appropriate responses 	<ul style="list-style-type: none"> • Collaborate with conflict theme on women's land rights in post conflict situations. 	<ul style="list-style-type: none"> • On going from 2006
	<ul style="list-style-type: none"> • Monitor implementation of strategies 	<ul style="list-style-type: none"> • Annual PRRPs, document and share lessons 	<ul style="list-style-type: none"> • On going from 2006

Strategic Objective	Tactic	Indicative Activities 2006	Indicative Activities 2007
1. Enhance awareness, analysis and consciousness on women's leadership	<ul style="list-style-type: none"> • Raise consciousness and empowerment of women so that they fight for their political rights at various levels 	<ul style="list-style-type: none"> • Map relevant work that is currently being undertaken by CPs on women in local governance, (identify issues, partners. TORS will be developed and international consultant recruited under leadership of Asia Coordinator • Develop multi-country programme on women's political participation in local governance • Design a training module for women running for local government seats and can be replicated in various contexts • Identify partners working on women's leadership at various levels • Identify and support partner organisations/institutions to provide leadership training for women <p>Replicate WEDO's 50/50 campaign in local government contexts in selected CPs (50% women 50% men in local government seats).</p> <p>Follow up to the India-Brazil comparative study undertaken in 2005; extract lessons and share among CPs</p> <p>Support formation and strengthening of women in local government networks at various levels</p> <p>Collaborate with conflict theme to design programme on strengthening women's leadership in post conflict situations and roll out in selected countries/sub-regions</p>	<ul style="list-style-type: none"> • Facilitate country exchange visits • Roll out the training module in selected CPs and DA/DIs • Train trainers in various contexts to support women running for local government seats • Monitor and document progress on an on going basis <p>Support formation of women in politics networks in CPs – with women in local government and women in national legislatures</p>
	•		
	•		
	<ul style="list-style-type: none"> • Advocacy and campaigning for changes in societal attitudes and behaviour • Raise awareness and consciousness among men and boys where appropriate 		
2. Advocate and campaign for laws and policies as well as implementation of those that already exist to enhance women's participation in politics	<ul style="list-style-type: none"> • Develop/strengthen advocacy campaigns at various levels 		
	<ul style="list-style-type: none"> • Monitor numbers and quality of women's participation in local government and national legislatures 		
	<ul style="list-style-type: none"> • Strengthen monitoring of and effective implementation of international conventions and other instruments to promote women's leadership and political participation 		
3. Support and strengthen movements and networks of women in leadership	<ul style="list-style-type: none"> • Strengthen south-south learning and sharing amongst women in leadership 		
	<ul style="list-style-type: none"> • Document share and scale-up good practices 		
	<ul style="list-style-type: none"> • Enhance strategic partnerships with leadership building institutions 		
4. Effectively mainstream women's leadership and political participation	<ul style="list-style-type: none"> • Support other themes to undertake relevant analysis 		
	<ul style="list-style-type: none"> • Support themes to develop appropriate responses 		
	<ul style="list-style-type: none"> • Monitor implementation of strategies 		

Strategic Priority 4: Enhance women's participation in politics

Strategic Priority 5: Strengthening internal capacities

Strategic Objective	Tactic	Activities 2006	Activities 2007
1. Strengthen capacity of central coordination function to deliver both externally and internally	<ul style="list-style-type: none"> Recruitment 	<ul style="list-style-type: none"> Programme support officer – 1st quarter Information and documentation specialist – 1st quarter Policy Analyst – 2nd quarter 	<ul style="list-style-type: none"> Recruit as necessary
	<ul style="list-style-type: none"> Sharing of responsibilities 	<ul style="list-style-type: none"> Regional coordinators assume leadership responsibilities for thematic linkages as follows: <ul style="list-style-type: none"> Africa – HIV&AIDS Asia – Governance Americas – Food Rights Europe – Education Programme support officer – Conflict 	<ul style="list-style-type: none"> Review responsibilities and realign if necessary
	<ul style="list-style-type: none"> Fundraising 	<ul style="list-style-type: none"> VAW & HIV campaign 1st priority Women's land rights 2nd Women's leadership 3rd 	<ul style="list-style-type: none"> On-going from 2006
2. Strengthening organisational proficiency and effectiveness in women's rights	<ul style="list-style-type: none"> Women's rights, gender analysis and planning capacity building 	<ul style="list-style-type: none"> Complete Training for international directors (1st quarter) Training for thematic heads, function leaders and regional policy staff (3rd quarter) In collaboration with HR/OE develop women's leadership capacity building programme Re-establish AAI women's leadership forum, networking and communication tools. 	<ul style="list-style-type: none"> Training for CDs, and senior CP staff Continue women's leadership capacity building programme Organise AAI women's leadership retreat
	<ul style="list-style-type: none"> Strengthen knowledge and learning 	<ul style="list-style-type: none"> Produce externally focused report on HIV, violence and conflict (to be launched on 16 days of activism) Documentation of women's rights work across CPs, on an on-going basis – for internal and external audiences – four case stories on specific themes per year, collaborate with Shared learning Produce internal news briefs on on-going work – Quarterly 	<ul style="list-style-type: none"> Produce externally focused report on Women and Land (to be launched on Human Rights Day) Document and publish four case stories based on women's rights work in CPs
3. Strengthen results focus in women's rights work	<ul style="list-style-type: none"> Strengthen monitoring and evaluation tools and systems on women's rights 	<ul style="list-style-type: none"> In collaboration with Impact Assessment develop tools, systems, indicators for measuring progress on women's rights goals of Rights to End poverty 	<ul style="list-style-type: none"> Follow up through M & E
		<ul style="list-style-type: none"> Support CPs to develop strong indicators and methods for measuring impact – on going 	<ul style="list-style-type: none"> Follow up through M & E

Appendix 4: Typology of organisations that we will work with at International level

Type of organisations	Focus	Indicative list
1. Women's Human rights focused organisations	Legal rights, public education/consciousness raising, advocacy at regional and international levels, research, violence against women	CLADEM, APWLD, WLSA, WiLDAF, Center for Women's Global Leadership, Human rights Watch- Women's Division, Center for reproductive law and policy,
2. Activist groups, movements, networks	With international/regional profile, research, policy advocacy,	FEMNET, CREA, AWID, DAWN, IGTN,
3. Education	Violence against girls, girls education,	FAWE, other education networks; GCE, ANCEFA, ASPABE, ICAE, REPEN
4. Sexual and reproductive rights, HIV & AIDS organisations	Activism on sexual and reproductive rights, link with HIV, ASOS, Treatment access, rights of women living with HIV, self organised PLWHA, HIV and women research	ICW, TAC, PATH, CALS- AIDS law project, AIDS Alliance, PATAM, Catholics for free choice
5. Women in politics movements and women's leadership forum	Women's political participation, women in parliaments, local governance, research, women in leadership strengthen	UNIFEM, International networks of women in politics, AWID, Akina mama wa Afrika
6. Land rights movements	Research, landless movements, land rights activism, property rights activists, legislative change	Via Campesina, Kenya Land Alliance, Uganda Land Alliance,