



Bridge Gender and Social Movements Cutting Edge Programme *Stories of Influence*

March 2015

Front cover

The power of
the march; the
power of the
drums.

Photograph by
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1 Background and Purpose

The BRIDGE Gender and Social Movements *Cutting Edge programme* is one stream of the Gender, Power and Sexuality programme, funded by Sida over the past three years. The programme has championed a collaborative approach, with a strong advisory group and actively involving ‘communities of practice’, made up of over 150 activists and scholars from a range of global regions to exchange ideas and co-construct knowledge on the importance of gender-just social movements. This collaborative approach provided the key evidence for the

programme, informing its direction and the content of its outputs, including the *Gender and Social Movements Overview Report*.

What is it we were/are trying to change? Social justice movements are able to generate deep and lasting changes at levels that policy change and development interventions alone cannot achieve. Yet gender equality goals remain low on the agendas

of many social justice movements, viewed as marginal rather than integral to broader social justice struggles. At the same time, gender activists have often failed to confront other forms of oppression – based for example on race, age or sexuality – within struggles for gender equality. Hierarchies within justice movements can further perpetuate sexism, racism, ageism and homophobia, exacerbating the marginalisation of those who already lack power and voice. The overall aim of our gender and social movements programme is to work towards more inclusive and effective social justice movements, better able to generate deep and lasting positive change, and better equipped to reshape inequitable structures and processes.

To assist understanding, the *Cutting Edge Overview Report* points to a spectrum of social movements and alliances.

Women’s rights and gender justice across the social movement spectrum

- Women’s movements for women’s rights and gender justice
- Women-led movements for broad social justice agendas
- Men’s movements for women’s rights and/or gender justice
- Mixed-gender movements that do not have women’s rights and gender justice as a foundational focus
- Mixed-gender movements with women as active leaders and members but without a central focus on gender justice
- Mixed-gender social movements with gender justice as a foundational axis
- Alliances between women’s movements and other movements for change

Why? We believe that particularly in the light of the enormous external challenges we face – fundamentalisms, militarism, pervasive gender-based violence, increasing exclusion, accelerating climate change, financial crises – building inclusive alliances around shared social justice concerns where the importance of gender equality is recognised, must be a priority. But in order to enable these alliances, thought must be given not only to common interests, but also to the gender power relations within and between movements themselves. Who makes the decisions, whose voices are heard and who claims to speak for whom? Our programme is examining these issues, considering what is needed to move beyond the compartmentalisation of social justice issues towards productive new alliances in which the importance of gender equality is recognised. The following programme goals indicate how we see change coming about (for more detail, see our theory of change in annex one).

“Hierarchies within justice movements can further perpetuate sexism, racism, ageism and homophobia, exacerbating the marginalisation of those who already lack power and voice.”

Programme goals

- **Social movements are more gender aware:**
 - the integral role of gender equality in achieving broader social justice aims is recognised
 - there is honest and open discussion on resistances and anxieties around collaborating with women's movements
- **Women's movements are more inclusive:**
 - there is greater engagement with other social justice movements
 - there is more democratic engagement with previously marginalised groups within women's movements
 - there is honest and open discussion on resistances and around working with other social movements
- **Women's movements and other social movements interact more** so that learning can take place and common goals can be identified
- **The programme creates a 'ripple effect'** through a sharing and learning process that triggers shifts in understanding and behaviours towards more inclusive and collaborative activism, and influences a new generation of activists and movement builders, including young people and men
- **Donors and movement building organisations have greater understanding of and provide increased support/funding** for integrating gender equality into wider social mobilisation
- **Social movements, women's movements, and movement building organisations have greater understanding of:**
 - How these changes can happen
 - The impact that inclusive social justice movements can have on policy making and transformative social change

What did we do? We convened an expert advisory group with influence, contacts and experience in movement building and gender. In addition, we brought together communities of practice from different social justice movements, global regions and age groups, who were consulted and involved throughout the programme, particularly in taking part in a series of five e-discussions which were designed to generate fresh and exciting evidence, debating and documenting the challenges, barriers and success stories around integrating women's rights and gender justice into social movements' external agendas and internal politics. Community of practice members have also created a range of fascinating and informative case studies and audio visual materials, all of which can be found on our Gender and Social Movements mini website (<http://socialmovements.bridge.ids.ac.uk>). We also organised *Cutting Edge Pack* launches and presented the programme at important international events. The new knowledge products on gender and

social movements were disseminated to our target audiences in accessible formats and languages and we created (with partners) regional adaptations of these products.

The stories of change, featured in this report, highlight how the collaborative process, the dialogue and interaction at international events, and the programme's outputs have inspired and helped to build a foundation for more effective, gender-just social movements, better able to create positive transformation and equality for all.

2 Methodology and Structure

This is an interim evaluation which provides a limited amount of data and can therefore only show preliminary insights in regard to the changes that this programme has contributed to. It will be followed by a more in-depth analysis at the end of the programme. However, substantial changes in policy and practice might only become visible in a few years' time.

The data for these stories of change was collected through eleven semi-structured telephone interviews with recipients of the *Cutting Edge Pack*, members from the communities of practice and programme advisors (see biographies of the interviewees in annex two) to explore how the *Pack*, online resource, and/or the collaborative process, has impacted on them in terms of their perception and knowledge on the issue and their ability to influence policy and practice to support building gender-just movements. By selecting interviewees from different global regions and with diverse affiliations to women's organisations, social movements, funding organisations and NGOs, we ensured a rich spectrum of perspectives is reflected in these stories of change. The interviews were undertaken by Ruth Goodman, IDS Monitoring, Evaluation and Learning Officer, Alyson Brody, BRIDGE Manager and Senior Gender Convenor and Julia Hamaus, BRIDGE Gender Convenor.

In addition, the stories of change highlight insights from international events where the *Cutting Edge* programme was presented and where inter-movement dialogue was facilitated. For example, a perception survey was conducted subsequent to the 'No Economic Justice without Gender Justice' session of the AWID Forum in 2012 outlining feedback from attendees.

This document is structured into seven chapters. After providing information on the background, purpose and methodology in the first two chapters, chapter three highlights the main characteristics of the collaborative process the programme advisors and communities of practice have been involved in and how this process has generated new spaces and knowledge. Chapter four reports on strategic events where the Gender and Social Movements programme was presented to important policy influencers and donors. Furthermore, it provides details on events that enabled inter-movement dialogue. Chapter five outlines the effects of the *Cutting Edge Pack* and online resource in generating new evidence for contextualising the issue and acting upon it by using the evidence for influencing a broad range of stakeholders. Conclusions and lessons learnt are highlighted in chapter six, with our final thoughts on the way forward in chapter seven.

“By selecting interviewees from different global regions and with diverse affiliations to women's organisations, social movements, funding organisations and NGOs, we ensured a rich spectrum of perspectives is reflected in these stories of change.”

3 Collaborative Process

3.1 Identifying Common Ground in New Spaces

The programme advisors who were interviewed stated that the process they have been involved in has been a unique experience for them. Engaging with the advisory group and the community of practice was not only enriching because of the possibility to exchange ideas, drawing on an immense diversity of experience and a high level of technical expertise, but also because of the enthusiasm and passion everybody demonstrated in being part of this programme. What struck David Kelleher (programme adviser) the most about being involved in the programme was to experience the engagement of so many people from around the world, to co-create knowledge and to be able to produce coherent and comprehensive content. Experiencing this successful process inspired him to use the same methodology for a book project he is working on with Gender at Work.²

Jessica Horn (author)³ emphasised the importance of creating spaces to come together and talk about experiences of harassment and humiliation that women activists have to endure and the subtle silencing that comes with it. The e-discussion for women activists created a safe space and was an opportunity to process these experiences:

'I don't think we have that many platforms to actually say those things. So much of the work we do is very formal, it takes place in formal environments and tends to be focused on the issues at hand, the work we are trying to do and not our relationships with each other and also, not at a deep level, the politics. So, that was also valuable in itself' (Jessica Horn, interview in Goodman 2014: 2).

The e-discussions were also perceived as a space of coming together and identifying common ground. Patricia Ardón (programme adviser)⁴ claims that

¹ David Kelleher is an organisational consultant and co-founder and Senior Associate of Gender at Work.

² Gender at Work is an international collaborative that strengthens organisations to build cultures of equality and social justice, with a particular focus on gender equality.

³ Jessica Horn is a women's rights consultant and writer.

⁴ Patricia Ardón is the founding Director of Sinergia No'j of Guatemala.

the collaborative process has brought her closer to other women, especially young women with different views and experience, who also have the same concerns (Hamaus 2014: 3). Jessica Horn reflected on the common ground that emerged:

'I found it fascinating that there were almost no dissenting views in what people were saying because everybody agreed and shared the same experiences. There was really not much contestation. It was so easy to pull out common threads because you can see how the same issues manifest in every context.' (Jessica Horn, interview in Goodman 2014: 2).

3.2 A New Learning Experience Creating Ripples

Goal: The programme creates a 'ripple effect' through a sharing and learning process that triggers shifts in understanding and behaviours towards more inclusive and collaborative activism, and influences a new generation of activists and movement builders, including young people and men

One of the programme's planned outcomes is that members from the communities of practice learn from each other, triggering shifts in behaviour and understanding. Consultations with our programme advisors confirm that the process they have been part of has in fact led to new insights and learning. Srilatha Batliwala (programme lead adviser)⁵ points out that it has been a very deep learning experience for her, with a sense of surprise, renewal and refreshing in thinking happening at every step of the way:

'Each step of the process created some new insight. I don't quite know how this happened but it did. [...] I actually felt that it was the first time after a very long time that I really learned a lot of new things [...] These really jolting new ideas would hit me and I'd think "I've never thought about it this way

⁵ Srilatha Batliwala is a feminist activist and researcher who is currently Scholar Associate with the Association for Women's Rights in Development (AWID).

before.” That feeling was really so energising and so mind blowing.’ (Srilatha Batliwala, interview in Goodman 2014a: 2).

Srilatha highlighted that by being engaged in the process, she gained a new perspective which she attributed to, the experience of sharing the perspectives of women in different spaces, ‘[...] being ruthlessly critical but in a very different way, in a very different language and different framing of the issues’ (Goodman 2014a: 2). She further elaborated:

‘It is like a whole new discourse emerged, which had some familiarity but also so much freshness. This is not a small thing because in today’s world part of our problem is that we are not refreshing our perspectives. [...] So I think an opportunity to create fresh thinking and fresh analysis is a very powerful thing’ (Srilatha Batliwala, interview in Goodman 2014a: 2-3).

Jessica highlighted that the freshness of the debates and the learning was due to the ability to interact with a lot of people she did not know, in different ways. Srilatha confirmed this by stating:

‘I think it has started a kind of conversation and a debate for which there was no real process or space before. I think it is one of those things that is going to be creating ripples [...] [although] We may not always be able to track the fountainhead [...]’ (Srilatha Batliwala, interview in Goodman 2014: 3).

Being involved in the production of the material has also been an important experience for the advisors. The opportunity to work on the case study on Amnesty International (AI) had a powerful impact on David Kelleher. Although David has been working with AI for many years, engaging in a thorough gender analysis together with case study co-author Manjima Bhattacharjya, broadened his understanding of the internal dynamics of the organisation. He claims to have gained an advanced conceptual understanding of how movements evolve over time (Hamaus 2014: 2).

The collaborative process David has been part of, deepened his knowledge on different social movements, their diverse situations and contexts and the long-term process of change. He has learned that persistence is key to fostering change within movements and pointed out that nothing can be changed immediately because of one meeting. Only by looking at a movement over years, true change becomes visible. Furthermore, David admitted that before engaging in the Gender and Social Movements programme he had never been aware of how crucial the concept of political accountability was. Now, David feels more equipped to bring this knowledge on gender and social movements into his teaching and he feels more prepared as a consultant (Hamaus 2014: 2).

“Only by looking at a movement over years, true change becomes visible.”

4 Events and Presentations

4.1 Getting Policy Influencers and Donors on Board

Goal: Donors and movement building organisations have greater understanding of and provide increased support/ funding for integrating gender equality into wider social mobilisation

In the course of the programme, there have been several strategic events that were used to present the programme to key policy influencers and donors. At the IDS launch of the report, Jessica Horn presented the report and Natalie Bennett, leader of the Green Party in England and Wales, responded with her reflections from her location as a feminist and being part of the green movement. Another example, is the cross-IDS panel session – ‘Myth and Reality: New Alliances to Challenge Stereotypes and Build Gender Equality Beyond 2015’ which took place at the 58th session of the Commission on the Status of Women (CSW) in New York, March 2014. This was an opportunity to share findings from the Gender and Social Movements Pack on how attitudes, behaviours, and stereotypes about women – both conscious and unconscious – prevent wider social movements from taking gender equality seriously. We need strong and

gender-just social movements to drive the post-2015 development agenda.

One of the programme’s planned outcomes is that experts from the advisory group and communities of practice increase the reach and impact of the programme through their contacts and reputations. Srilatha, in her capacity as an Associate of AWID, shared the Gender and Social Movements website link with a wide variety of people, emphasising that this topic needed to be talked about. She approached colleagues who are working on the post-2015 development agenda and in the high level-working group on the sustainable development goals and who are engaging in the process with the Better Aid coalition. In addition, she shared the link with

“We need strong and gender-just social movements to drive the post-2015 development agenda.”

▼ IDS parallel event at the CSW 58. (from left to right) Zahrah Nesbitt-Ahmed, Giovanna Lauro, Andrea Cornwall, Jerker Edstrom, Mariz Tadros, Hazel Reeves.



Julia Hamaus



Julia Hamaus

people in the Dutch Ministry who are in charge of gender equality funding and also with those evaluating the Dutch government's funding of gender equality over the last 10 years. Srilatha has also shared it with Mama Cash and a few people who are in key positions in grant making institutions and most of them are engaged in gender equality funding.

'As AWID, that is a key community we are trying to influence and change their policies and practices.'
(Srilatha Batliwala, interview in Goodman 2014: 1).

AWID was the only women's rights organisation invited when the Ford Foundation recently convened their human rights grantees in Marrakech. Women's rights organisations are often not seen as part of the human rights community. Srilatha made sure that the Cutting Edge Pack was in the background readings which Ford distributed for that meeting and two of her colleagues who were representing AWID at the event, raised some of the issues from the report which generated a lot of discomfort, '[...] and discomfort is a very good sign. A sign of disturbance.' emphasised Srilatha (Goodman 2014: 1). In conclusion, Srilatha states:

'Now I don't know if that qualifies as policy influencing but I consider it important to use the pack to create ripples. I think the policy influencing comes a bit later. [...] everybody I've sent it to has had one common reaction: "It's about time! We didn't know but it's really time and we are so glad you have put this together." It is clearly filling an unrealised need.' (Srilatha Batliwala, interview in Goodman 2014: 1).

In May 2014, BRIDGE published a Policy Brief, titled *Supporting social movements to advance women's rights and gender justice – an approach for donors*, written by Jessica Horn, with input from our advisers. This outlined how donors can support – financially and otherwise – gender justice within and through social movements. The brief highlights strategies donors can take to advance women's rights and gender justice in movements, drawing from successful approaches, such as the Dutch government's MDG3 Fund supporting organisations with strong links to women's movements and grassroots women's activism. Such approaches have resulted in mobilising women's goals for collective power for social change, building alliances with other movements and strengthening women's leadership.

The *Policy Brief* was presented to multilateral and bilateral donors at the OECD DAC Network on Gender Equality (GENDERNET) meeting in Paris

in May 2014 and initiated a debate on one of the key findings of the Pack – the importance of personal commitment and the need to go beyond the talk by politicising the personal. The Cutting Edge Pack was received very well and most of the donors were interested in learning more about the programme and took copies of the Overview Report, In Brief Bulletin and Policy Brief with them.

In addition, BRIDGE just published a Policy Brief, titled *Advancing gender justice in social movements – an approach for social movement leaders*. The aim of this Policy Brief is to inspire social movement leaders by highlighting successful approaches of how wider social movements have become more gender-just. The brief illustrates that only by integrating gender justice, movements are able to fully achieve social justice in such areas as human rights, housing, the environment and secure livelihoods. It is going to be disseminated widely amongst women's organisations, activists and leaders of women's movements and wider social justice movements. In addition, we also intend to send it to donor agencies in order to increase their understanding on the work we do in supporting wider social justice movements to become more gender-just.

4.2 Inter-movement Dialogue for More Inclusive Social Justice Movements

Goal: Women's movements and other social movements interact more so that learning can take place and common goals can be identified

A highly successful inter-movement dialogue was facilitated at the 'No Economic Justice without Gender Justice' session of the AWID Forum in 2012. A subsequent survey of participants revealed that 60 percent of those surveyed claimed to have gained new knowledge due to the session. On the question whether they will do anything differently as a result of attending the session, a participant stated they would be engaging in broadening their perspective on how to achieve economic rights of women and the importance of engagement/alliances with other types of movements. Another respondent wrote:

'I am interested in: following up to learn more about the BRIDGE Cutting Edge program: getting a copy of the Pack when it is completed; learning

about existing resources for those of us on the ground who are working to promote the use of gender lens, principles and practices in broader social justice movements and who are committed to broad social justice goals, movement-building and strengthening linkages between social movements. These goals have made it onto my to-do list, but I haven't had the time to act on them; hopefully completing this survey will help me connect with those at BRIDGE who can help me learn more and find out what is available.' (Respondent of perception survey in Birchall 2012: 8).

Our advisors and partners have played a key role in promoting the programme and in facilitating inter-movement dialogue in their regions and networks. Their inspiration and conviction of the importance of the issue was key to bring about change. A regional launch of the Gender and Social Movements *Cutting Edge Pack* was organised in Guatemala City in March 2014. Programme advisor Patricia Ardón organised the launch event together with Domingo Hernández Ixcoy from the indigenous rights organisation UK' ux B'e. Around 130 people from all parts of Guatemala attended the event. Well known feminist activists and social movement leaders presented their views on the topic, engaging the audience in their discussions around why social movements are not putting gender equality at the heart of their work.

While there are many social movements in Guatemala struggling for social justice, gender-justice is often not considered as a fundamental part of it. Many young people attended the event and engaged in discussions around challenging

traditional family patterns, patriarchal structures and the need to reconstruct men's and women's mentality on gender equality. The characteristics of gender-just social movements from the *Cutting Edge Pack* were seen as core principles in order to move towards more effective, gender-just social movements, better able to create positive transformation. The *Cutting Edge Pack* launch was a significant success. It showed that the programme had initiated inter-movement dialogue between women's movements, feminist movements and wider social justice movements in Guatemala. Patricia and Domingo acknowledged that this dialogue created a better understanding of the commonalities and formed the basis for building strong alliances.

“The characteristics of gender-just social movements from the *Cutting Edge Pack* were seen as core principles in order to move towards more effective, gender-just social movements, better able to create positive transformation.”

▼ Domingo Hernández Ixcoy (left photo) and Patricia Ardón (right photo) at Gender and Social Movements *Cutting Edge Pack* launch in Guatemala City, March 2014.



Julia Hamaus



Julia Hamaus

5 Cutting Edge Pack and Online Resource

Over 2500 printed copies of the *Cutting Edge Pack* were sent to gender equality activists and leaders of women's and gender justice movements, social justice movement leaders and activists, NGOs supporting movement building, and development cooperation and donor agencies all over the world. In addition, since the website was launched in September 2013, there have been 18,252 page views by 5,012 unique users which have yielded 566 Cutting Edge Pack downloads. The gender and social movements group on Eldis Communities has become an important platform for exchange, facilitating continuous dialogue on the topic among its 521 members.

5.1 An Accessible, Comprehensive and Eye-Opening Tool Kit

All interviewees highlighted the uniqueness of the Pack and pointed out how valuable the insights from the ground were, reflecting on many different realities and voices, relevant for a wide audience. Morna Macleod Howland (member of community of practice)⁶ pointed out that using the material in her class was an eye-opener:

'The material is different from other material, it is less academic. This resonates with my idea of working in academia, but having one foot in real life.' (Morna Macleod Howland, interview in Hamaus 2014: 1).

Similarly, Ines Smyth (recipient of the Cutting Edge Pack)⁷ remarked on the weakness of many gender equality resources such as gender equality checklists, which lack evidence base or political content. In contrast to such resources, she feels that a particular strength of the Gender and Social Movements Cutting Edge Pack is that its content is underpinned by research and recognisable political content.

⁶ Morna Macleod Howland is a researcher at the autonomous university of the state of Morelos (UAEM) in Mexico.

⁷ Ines Smyth is a development practitioner, supporting Oxfam GB programmes, staff and partners, in developing and implementing policies, strategies and plans through which Oxfam contributes to the realisation of women's rights.

'So much gender equality work is technocratic and superficial so the recognisable political content underlying the Gender and Social Movements Cutting Edge Pack is very welcome.' (Ines Smyth, interview in Goodman 2014b: 2).

Ines noted that within her organisation, people do not always grasp the relationship between human rights and women's rights – it is important that those within the organisation have a sound comprehension of these concepts. She feels that the Cutting Edge Pack can contribute to providing improved understanding in this area. Ines spoke of the value of the Cutting Edge Pack in influencing thinking internally within the organisation viewing the Pack as a useful tool for facilitating a shift toward greater gender awareness, and the importance of supporting women's movements:

'Anything which can support this position for us is essential.' (Ines Smyth, interview in Goodman 2014b: 2).

Lara Koerner Yeo (recipient of the *Cutting Edge Pack*)⁸ stated:

'Overall it's an impressive piece of work. It's really comprehensive, covers a lot of different aspects of what social movements are and how different ideas of gender justice feature in different ideas of social movements.' (Lara Koerner Yeo, interview in Goodman 2014c: 1).

Christian Ngendahimana (recipient of the Cutting Edge Pack)⁹ supports this view by emphasising its conceptual clarity:

'You clearly define what is meant by a social movement and a gender just social movement. This is important because gender is not a simple concept – for example it can spark cultural resistance, or can be seen as just being about women. Your way

⁸ Lara Koerner Yeo is the Environmental Projects Assistant at Justice for Girls, a Canadian based non-profit organisation that promotes freedom from violence, social justice and equality for teenage girls who live in poverty.

⁹ Christian Ngendahimana is Executive Director of Fontaine-ISOKO in Burundi. He and his organisation are active members of the African branch of the Men Engage network.

of addressing these gender perspectives pushes us to reflect more deeply and you throw light on the issues so that practitioners and women's rights activists have enough clarity on these concepts and on their use.' (Christian Ngendahimana, interview in Brody 2014: 1).

Lara Koerner Yeo emphasises:

'As someone who endeavours to make a very robust gender just social movement in Canada I think of this as a fantastic resource, a tool kit [...] that [...] will ideally inform the way advocates engage in social movements and endeavour to create and strengthen movements. I can't think of any other resource that is as comprehensive or as recent... I just find it to be really accessible.' (Lara Koerner Yeo interview in Goodman 2014c: 3).

5.2 Evidence to Contextualise and Broaden Knowledge

One of the planned programme outcomes is to generate new knowledge on gender and social movements. Ines Smyth commented on the value of the Pack in providing an inclusive view of social activism bringing into focus the role of gender equality in social movements in general, rather than focusing only on women's groups.

'What I have found most interesting is being clearer about social movements in general. I usually focus on women's organisations and so I appreciate this broader view.' (Ines Smyth, interview in Goodman 2014b: 1).

The insights from the e-discussions and the overview report were not necessarily new to all interviewees. They often reflected scenarios that they had experienced in their countries and/or organisations and movements. By learning about them in different global regions and contexts, they were able to contextualise their experiences. By providing a wider vision, Morna Macleod Howland claims to be in a better position to generalise knowledge about women's discrimination within social movements.

The *Cutting Edge Pack* had the effect of reorganising Angela Sebastiani's (recipient of the *Cutting Edge Pack*)¹⁰ knowledge on gender and social movements. She pointed out that the material helped her to get to know challenges in integrating a gender perspective and ways of how to overcome them.

Patricia Ardón pointed out:

'The collection of material equipped me to affirm what I have not been able to affirm and made me reflect on strategies that I have used to approach social movements.' (Patricia Ardón, interview in Hamaus 2014: 3).

Domingo Hernández Ixcoy (programme partner)¹¹ argues that when it comes to discrimination, colonialism and patriarchy reveal similar traits. The Pack shows this interconnection by providing an intersectional analysis and has helped him to understand why gender is so important for social justice.

5.3 Using the Evidence to Make a Difference

Morna Macleod Howland was influenced by the material and as a consequence started using it in her classes at the University of the State of Morelos:

'I asked my students what had struck them most about the chapter they read: "Integrating gender justice in social movement practice: challenges and tensions". What they most remembered in retrospect was the way the chapter brought out gender violence and discrimination amongst the left, and in the World Social Forum, that gender inequality and machismo is reproduced amongst movements, and that this was ethically unacceptable. So it's good to know that this critique speaks out loud and clear.' (Morna Macleod Howland, interview in Hamaus 2014:1)

Two of Morna's students will be using the Pack as literature for their Master theses on social movements.

David Kelleher used the Gender and Social Movements *Cutting Edge Pack* for consulting work with Amnesty Canada and the Aga Khan Foundation Canada to help them to reflect on gender equality in their public affairs programme. In addition, David used the material in several teaching situations, for example, a course he taught on refugee work with UNHCR managers, a course on organisational development for organisational change practitioners and a course on gender and government policy for Senior leaders from Caribbean governments (Hamaus 2014: 2).

Domingo Hernández Ixcoy presented the findings of the Pack at a conference on indigenous

¹⁰ Angela Sebastiani is a psychologist by profession and has been working in public health and with youth for many years.

¹¹ Domingo Hernández Ixcoy is a Maya-Quiché leader and Coordinator of the Association Maya Uk' ux B'e.

movements in Bolivia with representatives of Guatemala, Ecuador, Colombia, Peru and the Basque Country.

Angela Sebastiani sees the material as essential for reflections on gender and social movements and thinks it is a good advocacy tool. She has recommended the Cutting Edge Pack at an *Movimiento Manuela Ramos*¹² event on women's mental health, and posted the link to the website on her Facebook profile. Furthermore, she pointed out that it will be very useful to her in order to back up her arguments on the importance of integrating gender and sexual education in the official school curriculum in her work as a consultant and with the Ministry of Education in Peru (Hamaus 2014: 3).

Patricia Ardón is planning to continue sharing the Pack with friends in academia and feminist organisations and in workshops and meetings engaging indigenous movement leaders organised by JASS. She claims that she feels more prepared for these meetings, being able to use the Pack as a tool for reflection and being able to provide evidence from around the world. She is also going to use the resource for the regular follow-up sessions she organises with indigenous women all over the region (Hamaus 2014: 4).

Oxfam UK has a general leadership programme in their Middle East and North Africa region where the focus is to teach people (Oxfam staff) how to be leaders on and promote interest for gender equality. Ines noted that there is a focus within

this leadership programme on power and politics hence she will be sharing the Gender and Social Movements Pack with the programme to inform thinking at the event (Goodman 2014b: 2).

Lara Koerner Yeo sent hard copies of the BRIDGE *Cutting Edge Pack* to the Justice for Girls organisation. Girls Co, a girls' rights organisation for girls aged 12-19, which recently held their first conference and Lara and another colleague from Justice for Girls spoke at the event. They brought along some of the BRIDGE *Cutting Edge Packs* and distributed these at the event. In addition, the campaign team has just been convened for the Feminist Alliance for International Action (FAFIA) and Lara thinks, as the campaign gets underway in the autumn, she will send out the link (Goodman 2014c: 2).

When Christian Ngendahimana received the materials he was preparing a conference on research, monitoring and evaluation related to the implementation of Resolution 1325. One of the sessions for the conference was about different international instruments that have been ratified and that can advance gender equality. He thinks that the constructive approaches included in the document will contribute to the improvement of the work he is involved in:

'The information you have shared through the tools will enable us to improve our interventions in the Burundian context.' (Christian Ngendahimana, interview in Brody 2014: 2).

“Angela Sebastiani sees the material as essential for reflections on gender and social movements and thinks it is a good advocacy tool.”

¹² Movimiento Manuela Ramos was founded as a women's movement in 1978, working with migrant women and has become an NGO in 1980, working on women's health, domestic violence and economic empowerment.

6 Conclusions

How do we understand change? When Srilatha Batliwala first received the background of this evaluation she smiled to herself and thought that it was far too early to be looking for the results of something that is impossible to look for yet:

'[...] our search for policy impact must be based on a realistic understanding of the timeframe we need to make policy change [...] Anyone who has done policy work knows that even small shifts in policy take a minimum of 3–5 years.' (Srilatha Batliwala, interview in Goodman 2014a: 1).

When Domingo Hernández Ixcoy presented the findings of the Pack at the conference on indigenous movements in Bolivia he emphasised the need to persist with work for gender justice even if it takes time to see changes. By being engaged in the Gender and Social Movements programme, David Kelleher has learned that persistence is key to fostering change within movements and that only by looking at a movement over years, true change becomes visible.

Change takes time. However, the different experiences and views collected in these stories of change show that there have been significant contributions. This is in terms of challenging stereotypes, values and structures that hinder gender equality; by creating a better understanding of the structures of constraint that limit the achievement of gender equality and what is needed to bring about and sustain change; and by building alliances between actors, networks and movements in different arenas, to become more effective in influencing global and local policy and practice.

The changes which have become visible through this interim evaluation, contribute to the following programme goals:

Goal: The programme creates a 'ripple effect' through a sharing and learning process that triggers shifts in understanding and behaviours towards more inclusive and collaborative activism, and influences a new generation of activists and movement builders, including young people and men

- The collaborative process has generated new learning and fresh perspectives that are not emerging out of the formal settings gender experts work in.
- The *Cutting Edge Pack* equipped people with comprehensive tools and first-hand evidence on a topic that does not offer a great amount of academic literature.

- The programme inspired a wide range of stakeholders to take action in influencing perspectives, practices and policies around gender and social movements.

Goal: Donors and movement building organisations have greater understanding of and provide increased support/ funding for integrating gender equality into wider social mobilisation

- Key policy influencers and donors have been sensitised on the findings of the programme.
- Programme advisors and recipients of the Cutting Edge Pack are using the Pack as a basis for evidence for their programming work, teaching and consultancies.

Goal: Women's movements and other social movements interact more so that learning can take place and common goals can be identified

- The e-discussions have created unique spaces for exchange that initiated debates and enabled participants to talk about their experience in an informal and personal way and have resulted in capturing an immense variety of voices, experiences and evidence on the topic.
- Inter-movement dialogue was initiated at global and regional events and led to increased understanding of the issue.

Key points of reflection

- Reaching out to diverse stakeholders all over the world to co-construct knowledge has made a great impact on the quality of the evidence and the inspiration of the people involved.
- Going away from formal, technocratic gender equality work towards informal, innovative spaces for exchange and knowledge co-creation has generated real commitment.
- Creating such spaces for exchange is vital to shed light on fresh perspectives and generate new learning.
- Facilitating inter-movement dialogue is key to creating a greater understanding amongst social justice movements and a precondition for identifying a common cause.
- Exploring the relationship between gender justice and social movements has resulted in strong interest amongst a wide audience and has filled an unrealised need.
- More time is needed to verify whether women's movements have become more inclusive and whether wider social justice movements have become more gender-just as a result of this programme. However, the foundation for such changes has been laid.

7 Ways Forward – Ideas for a Next phase

7.1 Rationale

Given the exciting and tangible results achieved to date, and knowing that lasting social change requires continuous efforts, we would like to

“We have been urged to sustain and build the momentum we have already achieved in relation to gender and social movements and maximise the impact of our existing outputs.”

continue our support to building gender-just social movements, ultimately contributing to changing our societies towards full justice and equality. We have been urged to sustain and build the momentum we have already achieved in relation to gender and social movements and maximise the impact of our existing outputs, while at the same time developing and adapting these outputs further and supporting their practical application in movement contexts, so that real change can take place. In particular, our advisors and members of community of practice have

pointed towards these priorities for future action:

- Supporting movements and organisations to develop, pilot and document routes, methods and practices for building gender-just movements, in relation to:
 - transforming ‘deep structures’ in social movement contexts.
 - building more inclusive women’s movements.
 - promoting inter-movement dialogues.
- Developing learning and training materials to support activism towards building inclusive and gender-just social movements.
- Further targeted dissemination of the Gender and Social Movements outputs – Report, *In Brief*, *Policy Briefs* – to inspire interest and action towards gender-just movements.

To support gender activists, social movement leaders and development practitioners in moving social movements towards the goal of gender-just movements and to bring about spirit of willingness to forge alliances with other movements, we

propose to continue the programme, by maximising outreach, continuing to support inter-movement dialogue through spaces of exchange and by supporting movements and organisations to take action. In this way, we are responding to the need to discuss the issue and take action to build gender-just social movements that emerged from the participatory approach in which the Cutting Edge Pack on Gender and Social Movements was created.

Envisaged outcomes

- Gender equality advocates within social movements will be better equipped to push for change within the internal cultures and external agendas of their movements.
- Participating organisations/movements will undergo learning and heightened awareness of gender equality issues and pass this learning on to others.
- More social movement leaders will understand the importance of gender justice to their movements’ goals and within their movements’ internal cultures and introduce policies and/or procedures to advance gender justice.

7.2 Proposed Methodological Approach to the Next Phase

One of the most significant experiences of the Gender and Social Movements programme has been the collaborative approach and the collective shaping of knowledge. Therefore, we would like to continue working with partners and envisage forming a consortium with Just Associates (JASS), the Association for Women’s Rights in Development (AWID) and Gender at Work to implement this programme. We have had preliminary discussions with these three organisations, who have all expressed interest in this collaboration.

All three organisations expressed their admiration for the programme so far and for the *Cutting Edge Pack*, highlighting how important they felt it is to keep up momentum and to amplify and share knowledge on gender and social movements. Our

aim throughout the extended programme will be to maintain momentum of the topic of gender and social movements and maximise the impact of our existing outputs, while at the same time developing and adapting these outputs further and supporting their practical application in movement contexts, so that real change can take place.

We envisage the work to be implemented in four phases:

- Scoping and inception
- Implementation and development
- Dissemination and uptake
- Evaluation

7.3 Scoping and Inception Phase

We want to keep the rich resource on gender and social movements alive and develop it further by testing its applicability in diverse women’s and social justice movement contexts in order to generate further experience either in the form of good practices that can be replicated or in the form of less successful approaches that can be learned from. The idea is to enable organisations and movements to try out some of the ‘routes to change’ set out in the *Cutting Edge Pack*, to evaluate these approaches, to learn from them, to provide room for adaptation and to share knowledge and experience.

The picture below illustrates some of the routes to change that have been identified:

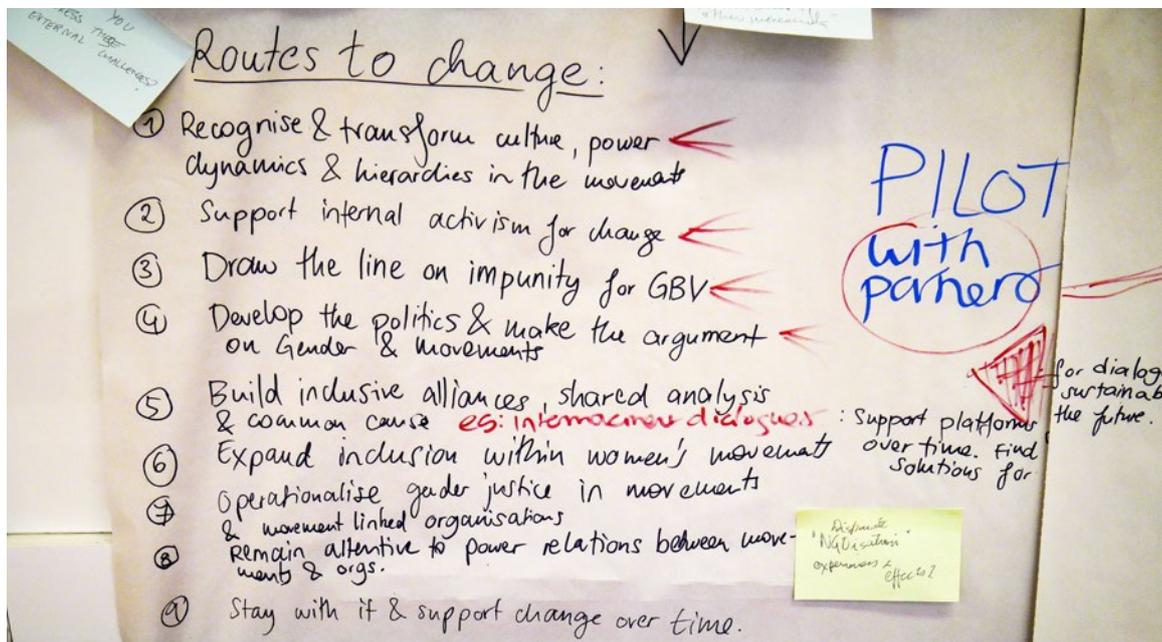
The programme will start with a consultative process with the consortium partners in order to find out which organisations and movements will be in a position to pilot the identified routes to change in their regions and specific contexts. Each

of the consortium partners specialises in different areas and collaborates with different organisations and movements. For instance, AWID has strong connections and works closely with women’s movements and would be in the best position to assist such movements to become more inclusive and democratic in their engagement with previously marginalised groups within women’s movements. JASS also works with women’s movements and organisations and has close links with wider social movements and would be a strong partner in promoting inter-movement dialogue and in fostering a greater understanding of the importance of gender justice. Gender at Work engages in challenging gender stereotypes, trying to tackle discriminatory structures and would hence be a highly competent partner in assisting organisations and movements to work on the ‘deep structure’¹³ that prevails within the internal culture of movements, preventing the successful integration of gender equality.

The consultation phase will provide the opportunity to the consortium partners to define the parameters for this programme, defining roles and accountability mechanisms. The consortium partners will also engage in jointly developing a theory of change for this second programme phase.

After the consultation process, about 20 organisations and movements (including women’s rights organisations, organisations working with men and boys, women’s movement leaders and

¹³ The collection of unspoken yet deeply held beliefs about gender power relations is often referred to as ‘the deep structure’ (Rao, A.; Stuart, R. and Kelleher, D. (1999) *Gender at Work: Organizational Change for Gender Equality*, Hartford: Kumarian Press).



leaders from wider social movements) will be jointly selected and contacted to submit expressions of interest to be financially and technically supported to engage in the programme and pilot the identified routes to change. The strongest proposals will be identified by the consortium partners and six to eight organisations/movements will be selected to pilot one to two routes to change each. Thereafter, a workshop with the consortium partners and the selected organisations/movements will take place. In this workshop the participants will have the opportunity to co-design the implementation process by identifying ways in which the routes to change can be implemented in their specific contexts. Furthermore, there will be a discussion around the development of practical toolkits for activists and criteria for their development will be determined.

The workshop will define the process and criteria for the specific outputs of the programme. The participants will therefore not only have the possibility of influencing the programme's methodology and outputs, but will be actively involved in co-designing them. In addition, through this interaction, the dialogue on gender and social movements will be kept alive and inter-movement dialogue will be promoted. Participants will gain a greater understanding of the complexity of the topic, the stakeholder landscape and possibly identify common interests and form alliances with each other.

7.4 Implementation and Development Phase

The selected participants will work on the projects to pilot the routes to change, with consortium partners closely monitoring the projects' implementation and providing the technical support that is needed. During this phase, we are planning to adapt the Pack and mini website materials to create more learning/training based materials, creating modules for activist training to facilitate the implementation of the pilot projects. As mentioned above, our aim is to co-design the pilot projects with consortium partners and programme participants.

To document the findings from the pilot projects, we envisage the development of creative communication outputs that link art with activism and learning, to showcase experience, for example by producing videos, documenting stories of activism for gender-just movements. We will also expand the mini-website to contain a multimedia e-archive, where stories of activism on women's rights and gender justice can be gathered and celebrated.

The AWID Forum in 2016 will be a strategic event to reach a broad audience, showcasing the

learning from the pilot projects. It will be an ideal occasion to raise awareness of the programme, to inspire and build alliances with gender equality activists and leaders of women's and gender justice movements, social justice movement leaders and activists, women's funds and foundations, NGOs supporting movement building, and development cooperation and donor agencies.

In order to document our lessons learnt, we will produce a range of learning briefs. We also plan to translate the *Cutting Edge Pack* on Gender and Social Movements and the new tools for activists into several languages in order to be able to reach out to additional global regions and actors.

7.5 Dissemination and Uptake Phase

We are planning to organise several regional launch events in order to provide our partners with the opportunity to present the newly developed tools to people they work with in their regions and to ensure a wide spread of the material. In addition, we are aiming to disseminate the newly developed, as well as the already existing materials by posting them to important stakeholders around the world. Dissemination will be maximised via the communication channels of all the consortium partners as well as community of practice members. By maintaining the website and regularly posting updates about new developments of the programme, we want to make sure we keep the gender and social movements' community of practice involved and keep up momentum of the global discussion we initiated on gender and social movements.

7.6 Monitoring and Evaluation Phase

In a final evaluation phase, we are planning to capture the learning and experiences of people who have been involved in the pilot projects or who have read or used the *Cutting Edge Pack* outputs in order to find out how this has influenced their knowledge, perceptions and ability in terms of building gender-just social movements. We will be engaging in a continuous, reflective process of monitoring and evaluation across the programme, documenting and showcasing learning experiences as they emerge and evolve, conducting regular specific evaluation of activities and regional impact measuring and mapping of programme outputs. The learning generated from these activities is, and will, be fed back into both this programme and future *Cutting Edge* programmes and products.

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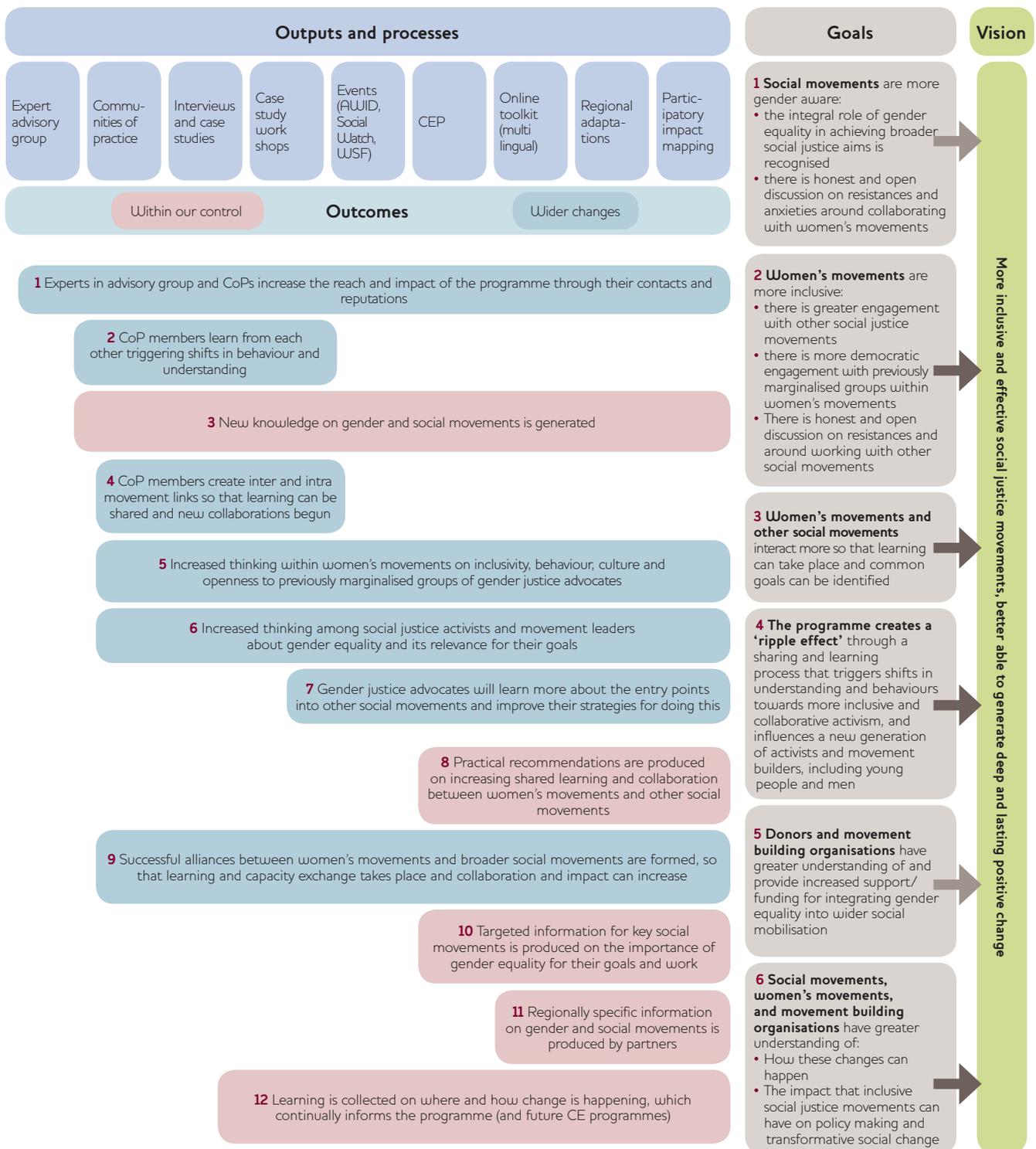
Goodman, R. (2014a) Interview with Srilatha Batliwala and Jessica Horn

Goodman, R. (2014b) Interview with Ines Smyth

Goodman, R. (2014c) Interview with Lara Koerner Yeo

Hamaus, J. (2014) Interviews with Domingo Hernández Ixcay, Patricia Ardón, Angela Sebastiani, Morna Macleod Howland and David Kelleher

Annex 1: Theory of Change



Annex 2: Biographies of Interviewees

Angela Sebastiani is a psychologist by profession and has been working in public health and with youth for many years. She lives in Peru and is currently working as a consultant for International Planned Parenthood Federation (IPPF) and United Nations Educational, Scientific and Cultural Organization (UNESCO). She supports UNESCO's programmes on sexual and reproductive health and HIV prevention, particularly in the area of emotional support. She supports IPPF in their work with street children and programmes on safe abortion. She also supports the Ministry of Education in Peru to integrate sexual education in the official school curriculum. Angela is one of the recipients of the Gender and Social Movements *Cutting Edge Pack*.

Christian Ngendahimana is Executive Director of Fontaine-ISOKO in Burundi. He and his organisation are active members of the African branch of the Men Engage network. His organisation is also working at the community level, developing a programme that builds the capacity of victims of VAW and other impacts of conflict, and campaigning for their rights, needs and voices to be taken into account in post conflict mechanisms in Burundi. He stressed that Burundi is a post conflict society going through a period of reconciliation and reconstruction. Christian is also the coordinator of a Burundian network of organisations working on women, peace and security mostly focusing on advocacy for the implementation of Resolution 1325, and for the effective inclusion of women in decision-making and governance. Christian is one of the recipients of the Gender and Social Movements *Cutting Edge Pack*.

David Kelleher is an organisational consultant and co-founder and Senior Associate of Gender at Work, a global knowledge and capacity-building network on institutional change for gender equality. For more than 35 years, David has worked with numerous non-government and public organisations helping them build their capacity to further social change. He has served in various roles with Amnesty International (AI) including as President of the Board of Directors for Amnesty

Canada and has been a member of the Board of Directors and Executive Committee of the Association for Women's Rights in Development (AWID). David has been one of the advisors for the programme and was involved in the collaborative process of developing the *Cutting Edge Pack*, in particular by being the co-author of a case study on AI and writing a brief for leaders of social movements.

Domingo Hernández Ixcoy is a Maya-Quiché leader and Coordinator of the Association Maya UK'ux B'e. UK' ux B'e supports indigenous land rights movements and runs a school, supporting children to learn about the values of the Mayan culture. Domingo has been involved in the Gender and Social Movements programme by: providing input from the perspective of a male leader of a wider social movement and by taking a lead in organising the launch event in Guatemala City in March 2014.

FUNDAEXPRESIÓN is a Colombian NGO which promotes participatory education and investigation work within local communities. Its aims are to empower marginalised groups of society towards achieving improved living conditions, social organisation and conservation of their cultural and environmental heritage. Much of its work involves close collaboration and networking with peasant farmers, women's associations and civil-society campaigns, in the areas of agroecology, food sovereignty, community forest conservation, climate justice and water rights, intercultural dialogue and sustainable livelihoods. FUNDAEXPRESIÓN is one of the recipients of the Gender and Social Movements *Cutting Edge Pack*.

Ines Smyth was a lecturer at various universities where she taught courses and carried out research, mostly on gender and development, before becoming a development practitioner. A concern for women's rights has been a constant in her professional and personal life. In Oxfam GB, Ines has occupied several positions, originally starting and later coming back to gender equality work. In this context she supports Oxfam GB programmes,

staff and partners, in developing and implementing policies, strategies and plans through which Oxfam contributes to the realisation of women's rights. Ines maintains links and is affiliated with various academic institutions and women's organisations. She is a member of the Advisory Committee of the Gender and Development network in the UK, and of AWID. Ines is one of the recipients of the Gender and Social Movements *Cutting Edge Pack*.

Jessica Horn is a women's rights consultant and writer. She has worked with NGOs, progressive donors, and the United Nations around rights, justice and the body – advancing sexual rights, ending violence against women, supporting women living with HIV, researching religious fundamentalisms and ensuring women's rights in conflict-affected contexts. Jessica is a founding member of the African Feminist Forum, and was lead curriculum developer and trainer for Fahamu's flagship Movement Building Bootcamp for African activists. She serves as board member of women's funds Mama Cash and Urgent Action Fund-Africa, and is co-editor of the Our Africa platform on openDemocracy. Jessica holds a BA in Anthropology from Smith College and an MSc in Gender and Development from the London School of Economics. Jessica Horn is the author of the Gender and Social Movements *Cutting Edge Overview Report*, *In Brief Bulletin* and *Policy Brief* for donors.

Lara Koerner Yeo is the Environmental Projects Assistant at Justice for Girls, a Canadian based non-profit organisation that promotes freedom from violence, social justice and equality for teenage girls who live in poverty. In addition to this role Lara also works for the Community and Feminist Alliance and Fafia, the Feminist Alliance for International Action, a national alliance of more than seventy Canadian women's equality-seeking organisations. Her work is mostly focused around advocacy and capacity development for these organisations. Lara has more than two years of professional experience related to various aspects of human rights work, including research, advocacy, outreach, communications, and social media in the United States and Canada. Lara has previously worked at Human Rights Watch (HRW) in the Women's Rights Division. Here, Lara participated in the development and launch of the HRW report, *Those Who Take Us Away; Abusive Policing and Failures in Protection of Indigenous Women and Girls in British Columbia, Canada*, and has contributed to on-going advocacy and community outreach related to the report. Lara is one of the recipients of the Gender and Social Movements *Cutting Edge Pack*.

Morna Macleod Howland is a full time researcher at the autonomous university of the state of Morelos (UAEM) in Mexico. She is specialised in human rights, social movements and gender studies and has worked as a consultant for development agencies and INGOs for many years. Morna was one of the participants of the gender and social movements programme's e-discussions.

Patricia Ardón has been working in development, women's rights and human rights and peace building initiatives with national, regional and international organisations as well as at the community level for more than 30 years. She is the founding Director of Sinergia No'j of Guatemala, which works to strengthen the leadership of women, especially indigenous women. At present, she is an adviser and a member of the Mesoamerican team of the international women's network Just Associates (JASS) which provides leadership training and political support for women's rights. Patricia has been involved in the Gender and Social Movements programme as an advisor, by interviewing social movements in Guatemala on their gender perspective and by organising the launch event of the Pack in Guatemala City in March 2014.

Srilatha Batliwala is a feminist activist and researcher who is currently Scholar Associate with the Association for Women's Rights in Development (AWID). Srilatha has worked for gender equality and women's empowerment for the last 40 years through grassroots activism, advocacy, research, training, building theory from practice, and organisational capacity building. Srilatha has written extensively on women's issues and is well known for her publications on women's empowerment, transnational civil society, women's movements, feminist leadership, and monitoring and evaluation of women's rights. Her current work focuses on feminist movement building, measuring the impact of women's rights work, and building the analytical and strategic capacity of young women activists. Srilatha is the lead advisor of the Gender and Social Movements *Cutting Edge Programme*.

The Gender, Power and Sexuality – Connecting Local Voices to Global Arenas for Equality and Rights programme (GPS) is coordinated by the Institute of Development Studies (IDS) and funded by the Swedish International Development Cooperation Agency (SIDA). The aim of the programme is to influence norms and institutions at global and local levels to more effectively tackle the challenge of achieving gender equality.

<http://www.ids.ac.uk/idsresearch/gender-power-and-sexuality-connecting-local-voices-to-global-arenas-for-equality-and-rights>

BRIDGE was established in 1992 as a specialised gender and development research and information service within the Institute of Development Studies (IDS), UK. BRIDGE supports the gender equality advocacy and mainstreaming efforts of a range of development actors, including policymakers, practitioners, activists and researchers by bridging the gaps between theory, policy and practice through convening global Cutting Edge programmes, providing accessible, evidence-based gender and development information – including BRIDGE Cutting Edge Packs – and working on a range of gender and development projects.

<http://www.bridge.ids.ac.uk>

