


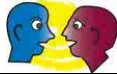

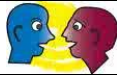



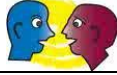

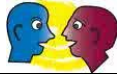











GLAG Appendix 1: Great Lakes Advocacy Group Review
List of interviews conducted with Vicky Cosstick, Consultant

Name	Date	Where	Position	Type
Eva Smets	Mon 28 Apr		Regional Advocacy Adviser	
Magdalene Lagu	Mon 28 Apr	CARE UK	Senior Rights Advisor	
Khushbu Srivastava	Fri 2 May		Former GLAC	
Magdalene Lagu	Tue 13 May	CARE UK	Senior Rights Advisor	
Michael Kleinman	Tue 13 May		Former RAA	
Steve Wallace	Wed 14 May		CARE Regional Director	
Chartier Niyungeko	Fri 16 May	CARE UK	Conflict Adviser Burundi	
Wakinamama, Alunguli, Kindu	Thu 22 May	Kindu	Project Group, Kindu DRC	Group
Elisabeth Roesch Kindu	Thu 22 May	Kindu	DRC Gender Adviser	
Wakinamama, Kasuko, Kindu	Fri 23 May	Kindu	Project Group, Kindu DRC	Group
Raissa Ndogole	Fri 23 May	Kindu	DRC GLAG Focal Point	
Ernest Ndupi	Fri 23 May	MONUC	Head of Section, Human Rights Dept	

Raissa Ndogole	Fri 23 May	Kindu	DRC GLAG Focal Point	
Peter Nkurunziza	Mon 26 May	CARE Kigali	Education adviser	
Philip Christensen	Mon 26 May	CARE Kigali	Rwanda CD	
Delphine Pinault	Mon 26 May	CARE Kigali	CARE Rwanda/RMU	
Josephine Tuyishimire	Mon 26 May	CARE Kigali	GLAG Focal Point Rwanda	
Eva Smets	Mon 26 May	Impala Hotel	RAA	
POWER	Tue 27 May	Ruhango	Project Group, Rwanda	Group
LIBRAP	Tue 27 May	Musambira, Kamonyi	Project Group, Rwanda	Group
POWER	Wed 28 May	Shyorongi	Project Group, Rwanda	Group
Mme Gloriose	Wed 28 May		Coordinatrice de Conseil Nationale de Femmes	
Eva Smets and Carol Monoyios	Wed 28 May	Sole Luna restaurant	RAA & CARE UK Marketing Director	Group
Delphine Pinault	Thu 29 May	CARE Kigali	CARE Rwanda/RMU	
Brigitte Mukashema, Florence Mukobwa, Reseau de Femmes – Silas Uwimana, FACT	Thu 29 May	CARE Kigali	ONG Reseau de Femmes & FACT Kigali	Group
LIPRAP meeting – Christine Murekatete & Samuel Munyankindi	Thu 29 May	CARE Kigali	LIBRAP Partnership Professional and former Project Manager	Group

Jeannette Nduwamaniya	Thu 29 May	CARE Kigali	Project Manager Power	
Claudine Mensah	Fri 30 May	CARE Kigali	ACD Rwanda	
Philip Christensen & Carol Monoyios	Fri 30 May	CARE Kigali	CD & SM CARE UK	Group
Kassie McIvaine	Thu 12 June		CD Burundi	
Richard Businge	Fri 13 Jun		GLAG Focal point Uganda	
Miranda Clarke & John Plastow	Fri 13 Jun	CARE UK	Head of Programme Partnerships & Head of Programmes	Group
Josee Ntabahungu	Wed 18 Jun		Project Manager, Burundi	
Yawo Douvon	Wed 18 Jun		ACD DRC	
Kevin Fitzcharles	Thu 19 Jun		CD Uganda	
Florence Amono	Thu 19 Jun		Field Coordinator, WEP Uganda	
Jane Iredale	Fri 27 Jun		GLAG Focal point Burundi	
Beatrice Spadicini	Mon 30 Jun		Regional Media Adviser	
Email feedback from Grete Benjaminsen , CARE Norway, Doris Bartel, Andrew Jones & Milkah Kihunah, CARE USA, Rachel Wareham, Janine Wurzer Astrid Wein & Christina Stummer CARE Austria.				

Vicky Cosstick
www.changeaware.eu 10-Jul-08

<p>Appendix 2: Some responses to the question: what do you hope for from the review?</p> <p>Honestly speaking not much, we didn't understand why we needed to have it. It was CARE UK. We've already seen how much we've done, we didn't have baseline data. Lot of questions are typical of this type of effort:</p> <ul style="list-style-type: none"> ○ How do you link levels of advocacy? ○ How do you focus the work? ○ How do you communicate? <p>Fairly clear we haven't made progress.</p> <p>What would be most useful would be more recommendations, rather than backward looking review, it's taken for given GLAG would continue.</p>
<p>This review can reinforce the planning and give some opportunities to understand the situation in DRC. The big challenge of Phase II is how to contribute at higher level. We have had some collaboration with other countries through training etc. I would like to ensure we maximise learning from this.</p> <p>We discussed the role of the activists at the Feb meeting. There were some concerns – how are we going to cover the activists' time? How to get real activists who are committed to combating SGBV – we want recommendations.</p>
<p>We have to do the review because CARE UK wanted us to, I don't really have any expectations. We've just come up with a strategy, we need to put it into practice. We know what went wrong, and we're not going to measure impact.</p>
<p>Evidence of impact of what it has done in last couple of years – very difficult to show what is being done as “GLAG”. What has been achieved in terms of advocacy and influence at local level. Directions for the future.</p>
<p>The purpose of review – better understanding. What is GLAG apart from the meetings? Also there are a number of stakeholders who would not see the full value of the programme. Country programmes know what is happening in their own country.</p>
<p>Advocacy – are levels really clear?</p>
<p>Hopes for review – to identify strengths and weaknesses. How did we learn? How did we use that knowledge? What were the challenges? Come with as concrete as possible recommendations for programme and structure.</p>
<p>Review is great opportunity to see what's happened over last 2 years and give clear view for the future. There have been a lot of changes and positive changes, and lot of visions. Always helpful to have someone come from the outside – perhaps proposing a vision that's more coherent and less fragmented. Wouldn't say there has been resistance to evaluation. There was concern about the budget, it's very expensive -- the cost of evaluation seems disproportionate use of funds.</p>
<p>Hopes for many changes from the review – in the structure and functioning of GLAG. There is no budget for focal point activities. Has a negative impact on activities.</p>
<p>There are people who want CARE to do more advocacy; and there are people who think</p>

<p>advocacy should be doing more at grassroots. Is doing sensitisation “vague”?</p> <p>How to take GLAG to the next level, finding ways to deliver an advocacy objective that’s coherent and clear and getting everyone together to achieve it.</p>
<p>It has been “troubled, ambitious and complex” and review can help us to understand.</p>
<p>Important to surface the personnel issues. Should UK have more control or let go more? Concern over coordinator posts – we’ve had bad experiences -- is there another way?</p>
<p>Some CDs didn’t want evaluation.</p>
<p>What’s the added value of GLAG?</p>
<p>There should be enough in it to cause a reaction – got to the heart of the matter, unearth stuff that people haven’t thought of. Enable people to think. Offer an alternative approach to evaluation – it doesn’t make sense to have traditional evaluation for non-traditional initiative.</p>
<p>Want proposal revised in light of evaluation. There’s a lot going on that we don’t know about. Do need detailed report and executive summary. The review is important and needs to happen well</p>
<p>Report needs to be public document After 2 years of supporting GLAG as major donor, they want us to up the stake in future. Needs to be used as decision-making tool.</p>
<p>Simplifying structure to work better? How can we communicate better with each other about what is happening? What are our lessons learned? What to put in place for Phase II -- structures and communication.</p>
<p>Phase II – looking for best ways of working together. Learning that structure of focal points and coordinator is not really enough.</p>
<p>What do we want to do and how do we want to work together?</p>

GLAG Appendix 3
GLAG projects in 4
countries

Rwanda	<ul style="list-style-type: none"> • POWER (Jeannette, CARE Norway, FY 06- ?, \$500,000/ yr): Savings and credit groups with empowerment, GBV and advocacy components (community level, local systems strengthening on GBV- district level, CNF, some nat'l advocacy with Land Reform, nat'l level expansion) • LIBRAP: (Sam, UK Big Lottery Fund and E.C., FY 05- 08, \$1 mill/yr): Literacy and basic rights empowerment in Batwa communities, 85% of people they work with are women, GBV rights component)
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DRC	<ul style="list-style-type: none"> • Context: CARE plays large role in implementing programs, rather than working with partners, people do not know what NGOs are, 1/3 of budget is transportation • Programs: Family planning- has increased contraception from 5% to 20% • Wakinamama: S&L groups with SGBV advocacy components • PACT DEV has gendered implications, trying to strengthen SGBV advocacy • GBV study, int'l advocacy strategy, new advocacy position
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Burundi	<ul style="list-style-type: none"> • GEZAHO (Stop Violence Project): 50% services to GBV survivors, 50% community organizing on GBV • UMWIZERO: VSNL groups with GBV advocacy component, local/ district/ nat'l advocacy • WEP: Rolling out, have interesting learning innovation model • Models of men as community change/ advocacy leaders • Cross- cutting gender, reflection and community participatory exercises
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Uganda	<ul style="list-style-type: none"> • Large, evolved portfolio of women's empowerment/ GBV advocacy/ GBV programming in Emergency and Rehabilitation Sector in north: Women's Empowerment in Peace Project, Social Mobilization of Women, U.N. Resolution 1325, SGBV • Traveling campaign/ video project of women leaders from north to capital, grappling with WEP learning & nat'l advocacy component
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APPENDIX 4 : Excerpts from Job Description DRD RMU

Deputy Regional Director – Program Quality

Position Title

<input checked="" type="checkbox"/>	New
<input type="checkbox"/>	Revised
<input type="checkbox"/>	No change

D

Grade

Department/Country

New

Incumbent's Name (if applicable)

Date Submitted to HR



Job Summary

In a brief paragraph, state the position's overall purpose or objective, highlighting the general functions for which the position is responsible. Why does the position exist and what must it accomplish. IMPORTANT: This section, along with the "Qualifications" section and "Working Conditions" section, will appear in the CARE Job Newsletter, so please describe fully.

The Deputy Regional Director - Program Quality (DRD - PQ) is responsible for overseeing program quality in the country offices (COs) within the region, including the design, implementation and impact measurement of CARE's programs. The DRD - PQ will work with regional program staff to ensure that CO's are designing and implementing programs that support current organizational priorities and are in line with policies and standards developed by Program Quality and Impact Group . S/he will be responsible for leading efforts in the region through which COs adopt a "program approach", including working with individual COs to make the shift from projects to programs.

The DRD-PQ will ensure that COs can demonstrate that their programs are achieving impact against agreed upon indicators and that the impact can is being measured and reported. The DRD - PQ will monitor CO programs on a regular basis, providing feedback, support, guidance and advise, as required. S/he will help facilitate technical assistance to COs as needed, as well as arrange for regional training in areas indentified as regional priorities.

The DRD-PQ will be responsible for ensuring knowledge sharing and learning related to programming across the COs, between the region and the rest of CARE International and with other stakeholders. S/he will liase closely with CI HQs and other regions, and keep informed of programmatic developments in other parts of the organization.

The DRD - PQ will coordinate the activities of the regional program staff, including the direct supervision of many of those staff. S/he will ensure that these staff are working in a coordinated manner that meets the requirements of the COs.

Responsibilities and Tasks

Describe the major responsibilities, principal tasks, competencies and end results for which the position is accountable (limit responsibilities to five). Include WHY it is done and the impact to the organization. List the responsibilities in the order of importance and state the percentage of time the employee spends on each responsibility during a typical year.

Employees who supervise other regular employees on a continuous basis should have Staff Management as the number one Job Responsibility. Full supervision includes: performance management, hiring, terminating, developing and coaching the employee in the course of his/her duties. The general rule of thumb for percentage of time for management of others is 5% per direct report. Example: If a supervisor has six direct reports then at least 30% of his/her job should be allocated to supervising those employees.

Job Responsibility #1

STAFF MANAGEMENT

20 %

% of time

Provide proper day to day supervision and management for all direct reports and lead the establishment and functioning of a strong, effective and coordinated Program team.

- Ensure the proper implementation of CARE's performance management system for direct reports, including job description and IOP development, regular feedback, mid-term reviews and annual performance appraisals.
- Proactively address performance issues through regular, constructive and honest feedback and coaching.
- Identify necessary staff development, career development and retention strategies for direct reports.
- Ensure that space and incentives are available to allow staff to develop and innovate.
- Oversee the recruitment and orientation of regional program staff.
- Assist COs in identifying appropriate senior level program staff
- Arrange capacity building opportunities for program staff as required, included training sessions, ELOs and TDYs.

Job Responsibility #2

ORGANIZATIONAL PROGRAMMATIC PRIORITIES

Ensure that CO programs are in line with organizational priorities.

- Assist COs in carrying out program reviews and making necessary adjustments to ongoing programs to better align them with organizational priorities.
- Assist COs in developing and implementing a program approach
- Assist COs in developing Signature Programs within their CO program strategies
- Work with COs in identifying opportunities for innovations

15%

% of time

Job Responsibility #3

PROGRAM PERFORMANCE

15%

% of time

Systematically review CO programs to ensure they meet CARE policies and standards and are meeting their objectives

- Review program section of Performance Management reports for the COs in the region and follow up as required.
- Work with COs to develop plans to improve in weak areas and monitor implementation of that plan on a regular basis.
- **ASSISTS IN IDENTIFYING BOTTLENECKS IN PROGRAM SUPPORT FUNCTIONS THAT AFFECT PROGRAM IMPLEMENTATION & QUALITY & CONTRIBUTES TO HAVING AN EFFECTIVE COLLABORATION BETWEEN PS & PROGRAM AT CO AND RMU LEVEL**
- Visit COs in region on a periodic basis to review CO programs. Offer suggestions to the CO on how to strengthen its programs and follow up on implementation of suggestions.
- Keep RD fully informed on programmatic issues in COs and suggest to her/him what issues need follow up by the CD.
- **ACTIVELY SUPPORTS THE DEVELOPMENT OF THE PANAFRICAN INITIATIVE AROUND INEQUALITIES, WITH SUPPORT FROM DRD OD, OTHER RMUS AND OTHER RELEVANT STAKEHOLDERS (INTERNALLY AND EXTERNALLY)**

Job Responsibility #4

TECHNICAL ASSISTANCE

15%

% of time

Facilitate access to technical assistance that is required by COs in the region.

- Maintain close contact with program staff in CI headquarters and assist COs in accessing assistance from those staff.
 - Maintain a database of regional based technical consultants as assist COs in identifying appropriate consultants as required.
 - Assist regional consultants in understanding CARE's programmatic approaches and ensure they stay current with CARE priorities.
 - Arrange appropriate training sessions in technical areas for CARE staff and partners.
-

Job Responsibility #5

IMPACT MEASUREMENT

15%

% of time

Work with COs to ensure that they are properly measuring and reporting the impact of their programs/projects.

- SUPPORT (RATHER THAN “Ensure) COs TO PUT IN PLACE AND MAINTAIN USER-FRIENDLY AND CONTEXT RELEVANT DME&R SYSTEMS AND (RATHER THAN) appropriate systems in place) to measure impact.
- Review CO impact data on a regular basis to ensure accuracy and completeness

Job Responsibility #6

KNOWLEDGE SHARING – LEARNING

15%

% of time

Facilitate knowledge sharing and learning between COs in the region and with the wider organization.

- Oversee the establishment of knowledge sharing mechanisms within the region.
- SUPPORT COs TO ESTABLISH AND MAINTAIN systems THAT capture and share knowledge
- FACILITATE LEARNING AROUND PROGRAM ISSUES BETWEEN COs
- Disseminate information generated in the region to the wider organization
- Organize learning events in the region around relevant topics
- Ensure information from the wider organization is disseminated within the region.

Job Responsibility #7

Other as deemed appropriate by the RD.

5%

% of time

GLAG APPENDIX 5: COMPLEXITY THEORY INTO PRACTICE

(Based on Margaret Wheatley, Leadership & the New Science (Berrett Koehler 1999) and M. Mitchell Waldrop, Complexity (Penguin 1992))

Edge of chaos: A complex situation experiencing rapid change and generating some tensions. Traditional change management programmes have either not been tried, or have been tried and failed.



Complex systems: a great many independent agents are interacting with one another in a great many ways (W11)

Edge of chaos: Where new ideas and innovative genotypes are forever nibbling away at the edges of the status quo. (W11) The constantly shifting battlezone between stagnation and anarchy, where a complex system can be adaptive and alive (W11)

Listening: to individuals and small groups

Open ended questions

--what works well here? What doesn't work?

--what's on your mind?

--what energises or deenergises you?

Encourage story telling and metaphors



For Wheatley, the questions are:

Identity

Who are we?

Who do we aspire to become?

How shall we be together?

New information

What else do we need to know?

Where is this new information to be found?



Relationships

Who else needs to be here to do this work with us?

Every action, even the presence of the consultant, is itself an intervention. There is no such thing as the neutral observer.

“Knowing is disrupting. Every time we go to measure something, we interfere”
(Wh64)

Simply listening to someone:

Affirms their worth

Raises their awareness

Leads them to talk with others
May stimulate action of some kind

The role of the leader is to ensure strong and evolving clarity about the vision and identity of the organisation (Wh131)

Vision is “a power, not a place, an influence, not a destination” (Wh55)



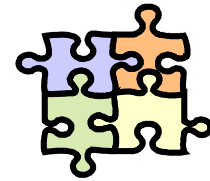
“I know that God had revealed to me part of how his universe works. I had a holy sense of a knowing universe, a universe unfolding, a universe of which we are privileged to be a part.” Stuart Kauffman (W133)

In non-linear systems, predictions are nonsense (W142)

A rich picture:

Verbal and/or visual
Shows what’s really going on in the organisation
Makes the invisible visible
Formal and informal structures and lines of communication
Reaches to margins of the organisation & beyond;
Stakeholders and external forces and pressures
Sources of energy/tension
Historical factors
Clarifies parameters and non-negotiables

Any organism’s ability to survive and reproduce depends on what niche it is filling, what other organisms are around, what resources it can gather, even what its history has been... Real organisms constantly circle and chase one another in an infinitely complex dance of co-evolution. (W259)



Look for recurring behaviours and themes

All organisations are fractal
Recurring patterns of behaviour are what many call the culture of the organisation (Wh126-128)

Feedback: the picture as seen by yourself and others

Generates further awareness and energy

Increasing returns: “to them that hath, shall be given” (W17).
Increasing returns follow from positive feedback (W118)
Positive or amplifying feedback “notifies something new and amplifies it into a message that signals the need for change” (Wh78)



To bring health to a system, connect it with more of itself. The primary change strategy becomes quite straightforward. The system needs to learn more about itself, from itself. The system needs processes to bring it together. (Wh145)



Awareness, listening, reflection, evaluation

Stay acutely aware of what's happening now, and become better, faster learners (Wh38)

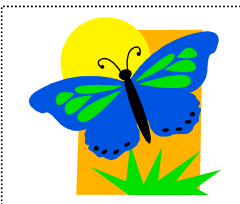
Looking for what is emerging, energy, signs of self-organising



Emergence: the incessant urge of complex systems to organise themselves into patterns (W118)

Self-organisation: Groups of agents seeking mutual accommodation and self-consistency somehow manage to transcend themselves, acquiring collective properties such as life, thought and purpose that they might not have possessed individually (W11)

Experiment with pilot projects and interventions: "Let's try this".



There is a lower investment and lower expectations of interventions that are tentative and experimental. Do not look for large, immediate, concrete or predictable outcomes.

Small actions can have large and unpredictable effects, so there is potential in working anywhere in the system.

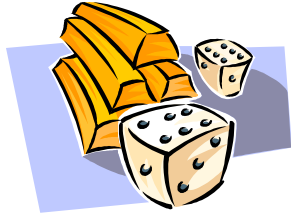
See tension, conflict, dissent and unpredictability as energy.

"I notice that..." "Isn't it interesting that this is happening?"

Resistance is not negative.

Apathy is death.

If there is any coherent behaviour in the system, it has to arise from competition and co-operation among the agents themselves. Perpetual novelty.... If the system ever does reach equilibrium, it's dead. (W145)



Encourage processes of communication, but do not try to predict or control content or outcomes.

- Put people in touch with one another
 - From top to bottom
 - Horizontally across silos
 - From the centre to the margins
 - In one to ones, small and large groups
 - Formally and informally
 - In temporary or more permanent structures

Focus on relationships and processes rather than structures

Relationship is the key determinant of everything.
(Wh11)
A system is a set of processes that are made visible in
temporary structures (Wh23)



- Encourage local initiatives instead of taking global control
- Let behaviour emerge from the bottom up
 - Focus on ongoing behaviours rather than the final result
 - Life involves energy (W280)

Encourage creativity, within the parameters and vision



Healthy systems and organisations have to keep order and chaos in balance. They have to regulate themselves with a dense web of feedbacks and regulation, at the same time they leave plenty of room for creativity, change and response to new conditions (W294).

Encourage transparency and the giving out and away of information

Instead of seeing information as power,
see information as nourishment.... It is
our role to nourish others with truthful,
meaningful information. (Wh101-2)



Evaluate, evaluate, evaluate



Move away from arguing about who's right and
who's wrong, and instead focus our concern on
issues of effectiveness, on reflective questions of
what's happened, and what actions might have
served us better (Wh37)

Encourage and model "complexity" language, attitudes and behaviours
See leadership as a behaviour, not only as a role
Leadership behaviour can be encouraged in everyone

Vicky Cosstick June 2001

GLAG APPENDIX 6 -- Security Council demands action to end sexual violence as a tactic in war

19 June 2008 –The Security Council today demanded that all sides to armed conflicts around the world stop using violence against women as a tactic of war and take much tougher steps to protect women and girls from such attacks.

In a resolution adopted unanimously after a day-long [debate](#) on women, peace and security, Council members said women and girls are consistently targeted during conflicts “as a tactic of war to humiliate, dominate, instil fear in, disperse and/or forcibly relocate civilian members of a community or ethnic group.”

The effect is to also prolong or deepen conflicts and to exacerbate already dire security and humanitarian conditions, particularly when the perpetrators of violent crimes against women go unpunished for their actions.

The resolution demands that all parties immediately stop sexual violence against civilians and begin taking measures, from the training of troops and upholding of military discipline procedures, to protect women and girls.

Sexual violence crimes should be excluded from amnesties reached at the end of conflicts, the 15-member Council added, calling on States to also strengthen their judicial and health-care systems to provide better assistance to victims of violence.

The resolution was adopted after dozens of speakers told the Council about the appalling effects of sexual violence during armed conflicts, with Secretary-General Ban Ki-moon saying the problem had reached “unspeakable and pandemic proportions” in some countries.

Mr. Ban announced he will soon appoint a UN envoy tasked entirely with advocating for an end to violence against women.

Opening today’s meeting, United States Secretary of State Condoleezza Rice said the truest test of the will of the international community was the protection it gave to the most vulnerable.

“When women and girls are raped, we cannot be silent... we must be their advocates,” Ms. Rice said.

South African Foreign Minister Nkosazana C. Dlamini Zuma called for “the silence” around sexual violence to be broken. Many women were afraid to speak out about their ordeal, the minister said, because they were so traumatized and stigmatized by the crimes they endured.

Speaking on behalf of the European Union, Slovenia’s Sanja Štiglic stressed the need for a gender-sensitive approach to post-conflict countries, from awareness training for judges and court staff to stepped-up efforts to ensure that women’s voices are heard in decision-making processes.

Philomène Omatuku Atshakawo, Minister of Gender, Family and Children in the Democratic Republic of the Congo (DRC), where sexual violence has reached epidemic levels in the east of the country, said such violence was leading to the feminization of poverty.

Female victims were no longer able to work the land or work at all, she said, adding that as a result the Government was trying to introduce a range of measures – economic, security and psychosocial among them – to ameliorate the situation.

China’s Liu Zhenmin backed the Secretary-General’s zero-tolerance policy against sexual exploitation of women and girls by UN peacekeepers and urged troop-contributing countries to boost their training and monitoring of their blue helmets.

As stated in the GLAG evaluation, with a network:

“conventional means for evaluating operational effectiveness, efficiency and progress towards goals are not simply difficult but often useless.” Impact assessment is “thorny” partly because networks are loosely organised and non-hierarchical and it is hard to know what has been achieved and by whom; also, since their political purpose is influencing the structure, relations and exercise of power, their achievements “are rarely attributable solely to the activities of the network.... Frequently, results are collateral and unintentional.” (ESCN p. 10).

The aims of GLAG are understood to be ultimately a reduction in SGBV in communities in the 4 countries involved in the project, together with policy changes at national and international levels. It is understood that impact at these levels would be hard to measure after the first two years of GLAG. It is also noted that Phase 1 was explicitly intended to be experimental and about “looking, searching and learning”, and about building capacity. GLAG Phase 1 should therefore be assessed as much or more on these “process” objectives as on higher level and longer term impacts. Nonetheless, an attempt to measure impact was stated as one of the objectives of the review¹.

The consultant used a social network framework which successfully answered the review questions and provided valuable and unique insight into the dynamics, work and structure of GLAG. However, CIUK felt that the impact analysis section in particular would have benefited from the integration of power analysis as provided by CARE’s Global Research Framework for the Strategic Impact Inquiry on Women’s Empowerment. Other benefits of using the SII Framework for the impact analysis section include the fact that it is familiar to all GLAG stakeholders as most country offices in the region have participated in the SII process; it outlines dimensions of change that CARE is working towards; and, it has been effectively used to assess the impact of SGBV programming within CARE². This revised analysis therefore looks at activities, events and changes that the consultant observed herself or was told about using the SII Framework (the assumption is made that many similar changes exist that the consultant was not made directly aware of). Specifically the analysis explores the following question: What contribution has GLAG made, if any, to the empowerment of women and the advancement of gender equity? This is explored through changes in women’s own agency, the power structures around them, and through the nature of relationships in which they engage. It is hoped that the analysis demonstrates that it would be useful to integrate this framework into GLAG’s future M&E plan and systems.

¹ Vicky Cosstick Consultant, ChangeAware (10 July 2008) Report of Learning Review into CARE Great Lakes Advocacy Project. P35-36.

² See the CARE Zambia SGBV Programme Evaluation which used the SII Framework.



The Rwanda GLAG focal point, with head of the sector office and the community policeman during a meeting of the GLAG anti-violence club

Following on from the analysis, the conclusion may be drawn that there is significant changes in women's agency, some structural forces and the nature of relationships at the local level across all four countries. However, more needs to be done at the national and regional levels to affect deeper structural changes and the responsiveness of power-holders.

AGENCY

GLAG has had much impact on women's agency: the aspirations, resources, actions and achievements of women themselves. GLAG's main inputs have been sensitization and awareness raising of activists on SGBV and through them, entire communities. Theatre and sketch has been used as effective awareness-raising tools and to stimulate discussion in the community.

There is evidence of GLAG contributing to improved self-image and self-esteem among women. Women involved in GLAG and especially those who have participated in awareness-raising activities speak of "losing their fear, of gaining confidence and of blossoming because of GLAG". The sharing of testimonies (temoignages) has proved to be a potent tool for healing and for changing women's perceptions about their body health and integrity. Improved self-image and self-esteem has enabled women to increasingly use their agency to expand their options and challenge inequalities. Both women from the communities and CARE staff who have survived SGBV have felt supported by the group.

One woman from DRC speaks about the value of the trainings on various subjects to do with sexual violence. The women get ideas on how to cope with the problem, and they lose their fear; they are less traumatised: "when you are a victim, you hide away and speak to no-one—the formation gives you a chance to speak to other victims and express yourself."

Sensitisation and awareness raising has also lead to increased legal and rights awareness among both women, men and power-holders with noticeable change in community relationships.

Marthe is an activist from DRC, chosen among 5 from Wakinamama who were selected on basis of being survivors of SGBV and members of the group and went to the meeting in Kigali last November. Through the savings and loans group she was able to start a business making fabrics and soap. She has 4 children and her

husband left during the war. She has attended various trainings organised by GLAG and she has become a “formatrice”. Here people do not know the law – there are trainings and then the women take nuggets of learning back to their own communities and carry out “restitutions” or debriefings – these may be as short as ½ an hour, because the women are busy with work in the fields.

In Rwanda, there was a “GLAG day” of sensitisation for 15 women’s POWER groups (each of which has about 30 members), following the national celebration of Women’s Day on 8 March. There are men in this group, who speak about how the women have changed as a result of the sensitisations; they are more aware of their rights and this “has begun to stabilise the community.”

Through GLAG, female and male activists have gained information and skills which has increased their capacities, abilities and knowledge to work towards the network’s goals. The November 2007 Kigali Activists’ workshop, almost universally mentioned by review participants as perhaps the most powerful moment in GLAG’s history; had forceful effects on all who attended; activists took lessons learned back to their own communities. There were widespread patterns of “restitutions” – debriefings and passing on of nuggets of training. In Burundi, the 7 activists who attended reproduced the workshop for 40-50 more activists. As a follow up, in March 08, the Uganda activists designed a baseline survey and collected data on violence against women to help them measure change.

GLAG is regarded as a “learning lab” on how to do advocacy. The first Coordinator undertook advocacy capacity building for staff of all 12 programmes.

GLAG’s added value was that we had been working with SGBV for a long time, but had only been doing limited amounts of advocacy. The first training on advocacy was with the first Great Lakes Advocacy Coordinator in Burundi, 30 activists attended from Uganda. However, a huge opportunity was missed as there hasn’t been any follow-up to that training.

The November 2007 Kigali Activist workshop had a huge impact on activists’ notion of mobility in public space. Activist from the Great Lakes region travelled across borders to discuss the causes, consequences and strategies to reduce SGBV across the inter-connected and interdependent context of the region. This has fed into the February strategic planning workshop during which GLAG change objectives have been identified, including both regional and country by country change objectives.

Although GLAG has focused heavily on sensitisation and awareness raising, there is considerable development of group membership and activism at the community level. This has led to changes in the behaviour, relationship and actions of the network’s members at the community level and has strengthened and developed collective capacity and the pursuit of the network’s purpose to reduce SGBV. However, GLAG has not yet effectively created relationships and link between the local, national, regional and international levels and has thus not increased the density of civil society representation. As a regional network the expectation was that GLAG would increase awareness and action and build a broad alliance and coalition at the regional level to fight SGBV. However, although GLAG has done a lot at the local level, its collective inputs have not been very apparent at the regional level. More needs to be done to form links between the different levels and to

improve the quality of CARE and other civil society organisations in pursuing a common mission and vision which will arguably lead to more structural and relational impacts.

So far the Burundi stakeholders haven't seen any sign of regional advocacy. The added value of GLAG for them is involvement in a regional alliance; it's very important – at the February meeting they worked very hard for a regional agenda and still didn't have one at the end of the meeting.

STRUCTURE

In addition to focusing on individual agency, GLAG has generated considerable understanding of, and some engagement with, the structural forces which condition and often constrain women's choices and chances.

There is some evidence of changes in marriage and kinship rules and roles at the community level as a result of GLAG. Women are more openly talking to their husbands about violence. Silence around SGBV is broken and the behaviour of perpetrators is challenged by both women and their communities.

During a community visit in Rwanda, many women want to tell their stories and are not bothered by the presence of so many people, or indeed the community policeman who wanders into the group and sits down. The women say that since the activities of GLAG began they understand more about violence, have become more open and less afraid and have started to have a dialogue with their husbands about violence. They have frequent contact with the GLAG focal point, and there is a focal point for the village. One woman tells the story of how since she became an activist, she realised that her husband's behaviour was violent. She demanded that he change his behaviour; she spoke to her neighbours against the violence and to destroy the silence around it. Many people come to her for advice and counsel, and people have become public witnesses to the violence. As an activist she also accompanies people to the authorities.

Some men speak of having changed their own behaviour and of influencing other men.

In Burundi, more and more they are working with men. They are aiming to stop harmful traditional practices like the idea that a man must beat his wife for the first three years of marriage in order to establish his dominance. Now there are men change agents saying publicly that this must stop. They are also using the media – there are regular radio programmes.

The young people's club is a group formed by one of Rwanda's 7 activists, Therese Nyirjambere after a training early in 2008 – there are 40 members. Leonard is a young man who tells that he has become an activist and wants to help with the sensitisations – when he gets married, he doesn't want to beat his wife. Everyone laughs – and explain that now all the girls will want to marry him. The group says in the future they need equipment, uniforms, a drum and to deepen their own formation so they can communicate the messages against violence.

There is evidence of an increase in political representation – the degree to which women, women's rights and SGBV issues are visible and influential in formal, public and political spaces. Women are empowered to speak out in community meetings

against violence and perpetrators, sometimes in front of authorities and other power-holders. Duty-bearers have also been speaking out against SGBV with the community and with other duty-bearers.

During a community visit in Rwanda, several more women tell their stories – and then a police car arrives in the village. It is the commandant from the police station of Nyamayaha. He comes and speaks to the group and the village – thanks us all for being there and apologises he cannot stay too long. He tells us he has attended the GLAG awareness raising sessions himself, and has spoken out against the violence against women in the communities and among the police.

As the aims of GLAG is to ultimately reduce SGBV in communities in the 4 countries involved in the project and to affect policy changes at national and international levels, it is essential to assess immediate and long term changes in the enforceability of rights and access to justice - i.e. the degree to which customary and formal authorities enforce rights, and that judicial authorities uphold such rights and hold duty bearers accountable.

There is evidence of GLAG increasing women's pursuit for justice. Women are empowered to speak out in community meetings against violence and against perpetrators. GLAG activists are known for their efforts to hold duty bearers to account and for attempts to push for the implementation of laws. Activists are helping women report their cases to the authorities and are accompanying women through the justice system. Although some judicial success is reported there is no evidence of structural change.

Mediatrice from Rwanda explains that the act of giving testimonies and being listened to is a healing process – it gives courage to speak out in a society imprisoned by silence. She was married in 1992 and her husband was imprisoned during the genocide. She visited him, but when he came home he started demanding money, and sold all their possessions. They divorced but he didn't move out, he divided the house with a wall and started bringing women into his half of the house. Thanks to GLAG she got counselling and exposed the problem to the authorities and her husband got 5 months prison sentence.

The overall aim of GLAG is reduction in the levels of violence – this will take a long time, perhaps 5 years or more, for “change is a process”. But for now, the women are “sensitised” to the violence, which is a great problem. Sometimes the women fall sick and die; women who are raped may be thrown out by their husbands. According to the women in DRC, change has happened in the communities – already people know that “the women from GLAG” will take a victim of violence to the hospital and will follow the case through the tribunal. The activists may visit the family, find out who the perpetrator is and inform the authorities.

At the international level there has been some policy input into UN Resolution 1820 adopted by Security Council on 19 June 2008 condemning the use of violence against women as a tactic of war.

RELATIONAL

Arguably, GLAG has had more impact on the pursuit and the acceptance of accountability which is a relational issue. Activists are meeting with key duty-bearers who promise increased collaboration and a better response. Although there

is no evidence that actual structural changes have resulted from this increased dialogue, this demonstrates considerable change in the relationship between women and duty-bearers and that duty-bearers are beginning to understand and accept their responsibility to respond to SGBV.

Four of the activists from DRC went to visit the Minister for Gender and Social Affairs. She explained the law against “arrangement aimable” and that perpetrators can be jailed for 5-20 years. She told the group they could count on her support against the violence and asked them to work together with her. She said she would transfer prisoners to Goma, where they cannot escape from jail.

On Thursday we travel far to the south of Rwanda leaving the main roads to reach the village of Kansi in the district of Gisagara, near to the Burundi border. We are introduced to the executive secretary of the sector bureau, who welcomes us and shows us a letter from his district supervisor congratulating him on initiatives against sexual violence in the sector. He joins the meeting in the hall next door, together with the community policeman. The presence of these officials is entirely welcomed and accepted by the anti-violence club, a group formed after GLAG training. He was a participant in a GLAG training held here for authorities, police, members of the Conseil National de Femmes, and de Jeunesse, and the meeting aroused the interest of all who attended.

Similarly, through the implementation of their advocacy strategy, activists in Burundi have developed relationships at the Ministry of Solidarity and Gender and the Ministry of Health.

However, there is still no evidence of GLAG affecting change in the responsiveness of duty bearers and the enforceability of rights and access to justice as discussed above. Arguably impact has been limited to the understanding and capacity of the duty bearers. Women in DRC speak of it needing 5 or more years for real change to happen. GLAG needs to better interact with, and affect governance systems and structures at the national level in order to achieve its goals.

The added value of GLAG, says a field coordinator from Uganda is that “GLAG handles the gap that other projects can’t take care of,” namely issues of culture and violence affecting the women she works with. The important thing is to influence systems, policies and institutions so that violence against women can be addressed. GLAG needs to be designed as a long term project with impact measured over 3 years or more.

Appendix 7b: CARE's Global Research Framework for the Strategic Impact Inquiry on Women's Empowerment

Sub-Dimensions ³	Definitions	Consultant observations
Dimensions of Empowerment and Equity: Agency		
1. Self-image; self-esteem	Feelings of self-worth, self-efficacy; beliefs about own ability to influence, act, decide	<ul style="list-style-type: none"> • Women involved in GLAG and who have received awareness-raising speak of losing their fear; of gaining confidence; of blossoming because of GLAG. • Sharing of testimonies (temoignages) appears to be potent tool for healing.
2. Legal / rights awareness	Knowledge of rights under the law	<p>Result of all the sensitization work. Also see blow.</p> <p>Marthe is wearing a striking blue and white dress with an umbrella pattern. She is an activist, chosen among 5 from Wakinamama who were selected on basis of being victims of SGBV and members of the group and went to the meeting in Kigali last November. Through the savings and loans group she was able to start a business making fabrics and soap. She has 4 children and her husband left during the war. She has attended various trainings organised by GLAG and she has become a "formatrice". Here people do not know the law – there are trainings and then the women take nuggets of learning back to their own communities and carry out "restitutions" or debriefings – these may be as short as ½ an hour, because the women are busy with work in the fields</p> <p>There was a "GLAG day" of sensitisation for 15 women's POWER groups (each of which has about 30 members), following the national celebration of Women's Day on 8 March. There are men in this group, who speak about how the women have changed as a result of the sensitisations; they are more aware of their rights and this "has begun to stabilise the community."</p>
3. Information / skills	The kinds of capacities, abilities, and knowledge possessed	<ul style="list-style-type: none"> • Nov 2007 Kigali Activists' workshop, almost universally mentioned by review participants as perhaps the most powerful moment in GLAG's history; had forceful effect on all who attended; activists took lessons learned back to their own communities. Widespread patterns of "restitutions" – debriefings and passing on of nuggets of training. • In Burundi, the 7 activists who attended reproduced the workshop for 40-50 more activists. • Uganda: activists designed baseline survey and collected data on violence against women (Mar 08); consultant requested but has not received copy (focal point not well). • Theatre and sketch as effective awareness-raising tools; stimulate discussion in the community. • Under GLAC 1 there was capacity building for staff of all 12 programmes • Under GLAC 1 there was capacity building for staff of all 12 programmes

		<ul style="list-style-type: none"> GLAG as “learning lab” on how to do advocacy. <p><i>GLAG’s added value was that they had been working with SGBV for a long time, but had only been doing limited amount of advocacy. The first training on advocacy was with the first GLAC in Burundi, 30 activists attended from Uganda – there hasn’t been any follow-up to that training</i></p>
4. Educational attainment	Formal schooling but also adult training/learning	
5. Employment / control of labor	Safe, fairly-remunerated work; freedom to decide on own work	
6. Mobility in public space	Freedom of movement; Ability to use transport (bike, bus, taxi..)	Nov 2007 Kigali Activists’ workshop as participants travelled across borders and discussed regional issues.
7. Decision influence in HH finance & child-rearing	Degree of decision-making authority and/or influence in HH financial management and over children	
8. Group membership / activism	Participation in groups, associations	<p>The products and services that are an immediate result of the activity of the network</p> <ul style="list-style-type: none"> A short DVD based on the Nov 2007 Kigali workshop. According to the Media & Comms Director in the RMU, this DVD cost \$15,000 – whether it is worth quite that much is debatable. A DVD produced in Rwanda of the community theatre Various training materials – locally developed and used and not of reproducible quality. <p>Organic Outcomes</p> <p>The changes in the behaviour, relationships, or actions of the network’s members that strengthen and develops their collective capacity to achieve the network’s political purpose. The changes are a result – partially or fully, intentional or not – of the activities of the network.</p> <ul style="list-style-type: none"> Nov 2007 Kigali Activists’ workshop, almost universally mentioned by review participants as perhaps the most powerful moment in GLAG’s history; had forceful effect on all who attended; activists took lessons learned back to their own communities. Widespread patterns of “<i>restitutions</i>” – debriefings and passing on of nuggets of training. Young people’s anti-violence clubs in Rwanda
9. Material assets owned	Kinds of assets over which a woman has full decision-	

	making power	
10.Body health / integrity	Level of care, control over what happens to her own body (choice, resources); exposure to gender-based violence/coercion	<ul style="list-style-type: none"> • Sharing of testimonies (temoignages) appears to be potent tool for healing. • Staff of CARE who have experienced SGBV themselves have felt supported (informally). <p>One woman speaks about the value of the trainings on various subjects to do with sexual violence. The women get ideas on how to cope with the problem, and they lose their fear; they are less traumatised: "When you are a victim, you hide away and speak to no-one—the formation gives you a chance to speak to other victims and express yourself.</p>
Dimensions of Empowerment and Equity: STRUCTURE		
11.Marriage/Kinship rules & roles	Cultural, social, and historical norms, conventions, customs in the household, extended family, clan, and other relevant social groups	<ul style="list-style-type: none"> • Changed relationships with husbands. <p>Many women want to tell their stories and are not bothered by the presence of so many people, or indeed the community policeman who wanders into the group and sits down. The women say that since the activities of GLAG began they understand more about violence, have become more open and less afraid and have started to have a dialogue with their husbands about violence. They have frequent contact with the GLAG focal point, and there is a focal point for the village. One woman tells the story of how since she became an activist, she realised that her husband's behaviour was violent. She demanded that he change his behaviour; she spoke to her neighbours against the violence and to destroy the silence around it. Many people come to her for advice and counsel, and people have become public witnesses to the violence. As an activist she also accompanies people to the authorities</p> <p>They need a fulltime focal point in Uganda – there isn't enough time to do national level advocacy. He is very interested in GLAG – it "changed his focus" – the whole idea of getting men involved with advocacy against SGBV is very important. Even with a fulltime coordinator he will continue to spend 10% of time on GLAG</p> <p>More and more they are working with men. They are aiming to stop harmful traditional practices like the idea that a man must beat his wife for the first three years of marriage in order to establish his dominance. Now there are men change agents saying publicly that this must stop. They are also using the media – there are regular radio programmes</p>

		<ul style="list-style-type: none"> Some men speak of having changed their own behaviour and of influencing other men. <p><i>The young people's club is a group formed by one of Rwanda's 7 activists, Therese Nyirjambere after a training early in 2008 – there are 40 members. Leonard is a young man who tells that he has become an activist and wants to help with the sensitisations – when he gets married, he doesn't want to beat his wife. Everyone laughs – and explain that now all the girls will want to marry him. The group says in the future they need equipment, uniforms, a drum and to deepen their own formation so they can communicate the messages against violence</i></p>
12. Inclusive & equitable notions of citizenship	Degree to which women's human rights are enshrined in the law of the land and to which such rights are believed/respected by citizens	
13. Transparent information & access to services	Non-discrimination in access to the full range of information and services needed for enjoyment of human rights	
14. Enforceability of rights, access to justice	Degree to which customary and formal authorities enforce such rights, and that judiciary authorities upholds such rights and hold duty bearers accountable	<p>Long term changes in the relations and exercise of power in society as expressed in the political purpose of the network.</p> <ul style="list-style-type: none"> At local level in some communities, work of GLAG and of activists recognised by some; women known for speaking up against violence and for <u>attempts to see laws implemented</u>. Women in DRC speak of it needing 5 or more years for real change to happen at community level. Indirect input into UN Resolution 1820 adopted by Security Council 19 June 08 condemning use of violence against women as a tactic of war. We should note the immensity of the problem; causes of SGBV in a given context are not fully understood; Impossibility of determining project impact in light of greater systemic forces at work: the DRC ACD suggests the problem may be getting worse; a participant from Burundi suggests that patterns of SGBV change or reduce the further the community is in time from the original conflict. <p>Examples of change</p> <p><i>The overall aim of GLAG is reduction in the levels of violence – this will take a long time, perhaps 5 years or more, for “change is a process”. But for now, the women are “sensitised” to the violence, which is a great problem. Sometimes the women fall sick and die; women who are raped may be thrown out by their</i></p>

		<i>husbands. According to the women, change has happened in the communities – already people know that “the women from GLAG” will take a victim of violence to the hospital and will follow the case through the tribunal. The activists may visit the family, find out who the perpetrator is and inform the authorities. Mediatrice explains that the act of giving testimonies and being listened to is a healing process – it gives courage to speak out in a society imprisoned by silence. She was married in 1992 and her husband was imprisoned during the genocide. She visited him, but when he came home he started demanding money, and sold all their possessions. They divorced but he didn’t move out, he divided the house with a wall and started bringing women into his half of the house. Thanks to GLAG she got counselling and exposed the problem to the authorities and her husband got 5 months prison sentence</i>
15. Market accessibility (labor/credits/goods)	Non-discrimination in access to employment, credit, inputs, products, control of capital, etc	
16. Political representation	Degree to which women, women’s rights and women’s issues are visible and influential in the formal, public, political space	<ul style="list-style-type: none"> • Rwanda: collaboration between GLAG focal points and project staff with local authorities and police; with local NGOs and other partners; with Conseil National de Femmes and de Jeunesse.# • Women empowered to speak out in community meetings against violence and perpetrators <i>Several more women tell their stories – and then a police car arrives in the village. It is the commandant from the police station of Nyamayaha. He comes and speaks to the group and the village – thanks us all for being there and apologises he cannot stay too long. He tells us he has attended the GLAG awareness raising sessions himself, and has spoken out against the violence against women in the communities and among the police</i>
17. Share of state budgets	Percentage of national budgets devoted to structures and services that ensure that women can fully enjoy their human rights	
18. Density of civil society representation	The number, linkages, and quality of civil society organizations actively pursuing a woman’s empowerment and/or gender equity mission and vision	

<i>Dimensions of Empowerment and Equity: RELATIONAL</i>		
19. Consciousness of self / others as inter-dependent	Relational norms/patterns of mutual care and exploitation. Consciousness of “subordinate power” in hierarchical relations (with husband, mother-in-law, for example).	As result of February strategic planning workshop, GLAG change objectives have been identified; country by country change objectives also identified
20. Negotiation/ Accommodation habits	Relational norms/patterns of conflict and compromise. Awareness and skills to both negotiate for an agenda but to also accommodate/compromise with agendas of other actors	Political Outcomes These are changes in the behaviour, relationships, or actions of individuals, groups or organisations outside of the network involved in activities related to the network’s political purpose. The changes are a result – partially or fully, intentional or not – of the activities of the network.
21. Alliance/Coalition habits	Relational norms/patterns of individualism and solidarity. Awareness and actions to build broad alliances and coalitions of groups to fight for full enjoyment of human rights by women	<ul style="list-style-type: none"> Rwanda: collaboration between GLAG focal points and project staff with local authorities and police; with local NGOs and other partners; with Conseil National de Femmes and de Jeunesse.
22. <u>Pursuit</u> / acceptance of accountability	Relational norms/patterns of accountability and impunity. Rights-bearers and advocates hold duty-bearers accountable; d-b (individual and	<ul style="list-style-type: none"> Women empowered to speak out in community meetings against violence and perpetrators DRC: Activists met with Minister for Gender and Social Affairs, who asked for collaboration and promised action (not much evidence that actual changes have resulted but demonstrates potential for relationship building). <p><i>Four of the activists went to visit the Minister for Gender and Social Affairs. She explained the law against “arrangement aimable” and that perpetrators can be jailed for 5-20 years. She told the group they could</i></p>

	bureaucratic) understand and accept their accountability to respect the human rights of all	<p><i>count on her support against the violence and asked them to work together with her. She said she would transfer prisoners to Goma, where they cannot escape from jail</i></p> <ul style="list-style-type: none"> • Burundi: activists have developed relationships at Ministry of Gender; have designed advocacy strategy for country <p><i>On Thursday we travel far to the south leaving the main roads to reach the village of Kansi in the district of Gisagara, near to the Burundi border. We are introduced to the executive secretary of the sector bureau, who welcomes us and shows us a letter from his district supervisor congratulating him on initiatives against sexual violence in the sector. He joins the meeting in the hall next door, together with the community policeman. The presence of these officials is entirely welcomed and accepted by the anti-violence club, a group formed after GLAG training. . He was a participant in a GLAG training held here for authorities, police, members of the Conseil National de Femmes, and de Jeunesse, and the meeting aroused the interest of all who attended.</i></p> <p><i>They have done advocacy with the Ministry of Health and the Ministry of Solidarity and Gender</i></p>
23.New social forms	Creation of new social forms (relations, structures, organizations, new norms, e.g.)	<ul style="list-style-type: none"> • Some men speak of having changed their own behaviour and of influencing other men. • Influence on new CARE programming; levels of awareness about need to work with men. E.g. CAAVA – new Rwanda programme (Communities Allied Against Violence and AIDS); redesign of POWER programme.

GAPS: So far they haven't seen any sign of regional advocacy. The added value of GLAG for them is involvement in a regional alliance; it's very important – at the February meeting they worked very hard for a regional agenda and still didn't have one at the end of the meeting. The added value of GLAG, she says is that "GLAG handles the gap that other projects can't take care of," namely issues of culture and violence affecting the women she works with. The important thing is to influence systems, policies and institutions so that violence against women can be addressed. GLAG needs to be designed as a long term project with impact measured over 3 years or more.

GLAG APPENDIX 8:

Great Lakes Advocacy Group – Draft Communication Strategy (February 2008)

This draft communication strategy aims to further the overall advocacy goals of GLAG, with a particular emphasis on goals # 1 and # 4, which have a regional and global scope. Since GLAG Phase 2 is expected to start April 2008 and last for a total of three years, the communication strategy is also designed to roll out over the course of the next three years. The strategy is however intentionally lacking details for parts of year 2 and 3 because it is meant to support policy influencing opportunities that are yet to be identified. We can however expect to refine the strategy as GLAG unfolds and as CARE positions itself as a key player in the regional and global arena on the topic of sexual and gender based violence.

GLAG Objective

The objective of GLAG is to reduce violence against women in the Great Lakes region by empowering women's groups at the local, national and regional levels. CARE can play a powerful role in achieving this objective because of its extensive links with community-based women's groups in Rwanda, Burundi, the DRC and Uganda. CARE offices in these four countries already do extensive work on this issue at the local level and within existing programs. The initiative aims to harness this work and draw upon the experiences of each individual Country Office and context in order to have greater impact on the issue of violence against women at the national, regional and possibly global level.

Phase two of GLAG has identified the following four advocacy goals:

1. Pressure Great Lakes Governments to implement existing laws on sexual and gender based violence;
2. Increase the capacity of Country Offices to ensure that the national sexual gender based violence policies are implemented
3. Collect and disseminate evidence of sexual and gender based violence
4. Contribute and add CARE's voice to the global debate on the protection of women

While goals 1 and 4 have a clear regional and global outlook, goals 2 and 3 are more focused on strengthening capacity at the country office level and collecting the evidence necessary to influence national policymakers and inform key targets about the impact of violence against women. The evidence needed to fulfill goal number 3 can also be packaged and used at all other levels to send strong messages to regional and global bodies, as well as positioning CARE as a credible organization whose voice is based upon direct and community-based experiences.

GLAG can be a powerful tool for giving a voice to women whose voices are rarely heard and whose rights are often violated. The goal of this communication strategy is to identify ways to support the above stated advocacy goals. The entire strategy or some of its components can be funded by specific donors that are interested in supporting communication strategies to further policy goals. GLAG should explore the possibility to finance its communication strategy through a private foundation or donor.

Proposed Objectives and Tasks

Objective 1: Positioning GLAG within CARE

GLAG is an innovative idea within CARE because it tries to harness the work and experience of four distinct CO to have a greater impact on policy and advocacy goals. Even though GLAG Phase 1 has been around for at least a few years, it remains unknown to many staff members, especially outside of the ECARMU region. It is therefore useful from a learning perspective to position the initiative within CARE.

This is even more critical as its focus is on women and thus it can provide additional content for existing campaigns such as the I Am Powerful campaign of CARE USA. There may also be additional overlaps with efforts pursued by other CI members, including climate change, living on the edge and conflict. Positioning GLAG within CARE can capitalize on existing initiatives and at the same time further GLAG goals.

In order to have a constant flow of information, GLAG should evaluate whether it needs its own website, reinstate its digital newsletter or find new ways to update internal audiences on its achievements.

Objective 2: Positioning GLAG with Key External Audiences

GLAG needs to introduce itself to key audiences – national governments, policymakers, regional bodies and other organizations focused on the same themes – it is trying to reach through succinct and powerful messages. CARE representatives working on GLAG need to have something practical and brief, in both French and English, that summarizes what GLAG is about and what it is trying to achieve. A basic bi-lingual information kit can serve this purpose. The kit would contain a brochure along with a fact sheet from each country office that highlights facts about current legislation on sexual violence, ratification of international treaties, numbers of reported SGBV cases, an overview on care and support centers and a summary of the activities undertaken by CARE partners. Other materials can be added as GLAG expands or according to the target audience. GLAG should also explore the potential of new media for reaching key audiences, including text messaging around key dates or blogs for the activists.

2.1 Joint activities to position GLAG

Analytical reports: one of the best ways to generate media coverage for an important issue is to produce an analytical report that contributes something new to the discussion on the issue. It is about finding an angle that has not yet been portrayed and collecting hard evidence to support a specific message. Doctors without Borders produced such a report on the issue of sexual violence in the Eastern Province of the DRC. The report was packaged in such a way that it was accessible to non technical audience, while at the same time it provided hard evidence of the impact of the violence on the lives of women. Together with local GLAG activists, the team can identify specific themes it wants to highlight as they contribute to further its advocacy goals. The report can then be launched around important dates throughout the year.

Traveling photojournalistic exhibition: nothing presents a more powerful message than a stunning image that evokes emotions and has the capacity to move audience. In East Africa there are many talented photojournalists who understand how to document sensitive issues and who are experienced professionals. Year two of GLAG, perhaps during the month of March or during the 16 days of activism, can open a traveling photo exhibition that highlights through images a core message of GLAG. This does not have to focus on the impact of violence against women but it could also highlight the positive role played by women at the grassroots in addressing the issue of violence. It could be shown in key places in the different capitals of GLAG countries and also be promoted through regional media outlets.

Testimonials of GLAG activists can be brought to key advocacy events in the region and at the global level. I propose that at least four women from the 4 GLAG countries participate in such events on a yearly basis with the aim of informing and providing a direct voice. It could be two

women attending a key meeting of the European Union and two other women participating at a UN briefing. These are also opportunities for local activists to network with other activists and meet key policymakers. GLAG should identify the most articulate women to advocate on behalf of the others and to highlight the issue of sexual gender based violence.

2.3 Proactive Media Work: Around key dates and potential news hooks, GLAG should seek to contribute articles and commentaries to influential media outlets that can raise the visibility of GLAG as an initiative and what it stands for. This type of work can further advocacy goal number 4 by adding CARE's voice to the global debate on the protection of women. One missed opportunity was suggested by CARE Burundi when both Burundi and Rwanda joined the East African Community. This could have been an occasion to highlight how joining such a community might impact gender relations in countries like Burundi where gender based violence is still very high. These are the kinds of opportunities that GLAG can seize upon to 'contribute' its voice and draw attention to its issues.

Objective 3: Documenting program successes and lessons learned in each GLAG country

This should be an ongoing activity of GLAG and it should be part of someone's job description. Proper documentation from the onset can lower the cost of creating communication tools down the road and can provide handy materials for reaching out to key targets. This process has already started with a first, 7 minute documentary of a regional meeting of activists. Powerful sound bites and testimonials about expectations have been recorded and stored in the GLAG database for more targeted use at a later stage. The energy and enthusiasm of this first regional meeting has been captured and can be capitalized upon as the strategy unfolds.

During the first months of phase 2, GLAG should also undertake a brief survey of the major communication and advocacy tools that already exist on SGBV in the GLAG countries and in the region. There may already be excellent films and/or analytical reports tackling the same issues that GLAG wants to focus on. In order to be effective, GLAG ought to know what is already out there, what can be integrated in its communication and advocacy strategy and what the information gaps are. This initial effort can lower the cost of implementing the GLAG communication strategy and can maximize efforts in reaching the four advocacy goals.

3.1 Building communication capacity of community based organizations in each CO

Each Great Lakes country involved in GLAG has a distinct context in terms of freedom of the press and other ways of sharing information. It would be useful to do a brief survey of both the mass media landscape in each CO and other potential information sharing venues and methods. This would enable GLAG to identify and select strategic communication outlets that maximize reach and minimize cost. GLAG should also explore new media opportunities to bring the voices of local activists to the different levels. Whether it is done through blogs or public service announcements, it is important to bring local voices to the forefront of the campaign.

Another way to build capacity is to provide training on communication and advocacy to leverage change. It is my understanding that for instance Burundi is already engaged in a number of public awareness activities and that perhaps some lessons learned can be shared with other GLAG countries. CARE Uganda also has considerable experience trying to position issues with the local media as part of a broad coalition of NGOs. If policy goals have been achieved, the techniques used can be shared in the training. For the purpose of building capacity, GLAG should provide opportunities for sharing such experiences, what has worked and what has not, in addition to inviting a few local activists who have been successful in achieving policy goals in other African countries. When it comes to Uganda, I am thinking of the recent effort to push the Government to withdraw its plan to give away Mabira forest to a big sugar industry. Local partners of CARE were actively involved in this effort and perhaps GLAG countries can learn from this experience.

Building communication capacity also enables local activists to capture the efforts of their work and to think strategically about their actions. Point persons in local CBOs should be given a basic training in documentation, photography and video skills

Objective 4: Seek funding for communication strategy and/or some of its components

There are donors who are specifically interested in supporting different components of a well thought out communication strategy that aims to further advocacy goals. These donors include the Rockefeller Foundation, Ford Foundation and the Open Society Institute. GLAG should enroll the support of the foundations unit at CARE USA and possibly other CI members to seek support for some of its communication activities.

Budget Narrative (see attached EXCEL spreadsheet)

Please note the following:

- The budget does NOT cost the human resource expense of implementing listed communications activities; it assumes that some of these activities, when they are not outsourced, will be implemented by GLAG staff with partial technical assistance from the Regional Media and Communications Advisor;
- Objectives 1 and 4 in the proposed steps do not entail any cost. For this reason they are NOT included in the budget. The cost is the time of a designated CARE staff to include to undertake this as part of their regular work activities;
- Objective 1 and 4 entail leveraging existing networks and contacts within CARE to promote GLAG and further its goals.

On actual budget:

YEAR 1

Objective 2 - Positioning GLAG with Key External Audiences: includes the development of a comprehensive information kit, a further investment on the current GLAG film, a media landscape survey for each CO, and a GLAG website. Cost can be brought down if for instance GLAG decided NOT to invest in a website and/or PRINT the actual information kit.

Objective 3 - Documenting Progress and Achievements: includes a cost for scheduling a training of key CBO staff on how building communication and documentation capacity so that local partners can themselves contribute directly to this objective. This workshop would also be a way of sharing successful communication strategies implemented in one or more of the countries involved in GLAG.

YEAR 2

Objective 2 - Positioning GLAG with Key External Audiences: includes the development and publication of the first analytical report, the development of the traveling photo exhibition and the cost of taking 2 local women activists to key international events that have a policy focus. In order to capitalize on the film investment of the first year, the second year factors in the cost of screening the film at a major event in a key capital, along with a press conference.

Objective 3 - Documenting Progress and Achievements: simply factors a standard cost for a photography budget and periodic travel to COs to collect narratives and stories that can be used in different tools.

YEAR 3

Objective 2 - Positioning GLAG with Key External Audiences: This year also sees the production of another analytical report, along with a press conference to launch it. Again, we factor in two local women activists traveling to key cities and generating visibility around their testimonies. This third year also sees an investment in ensuring that the traveling photo exhibition is presented in another strategic location. The amount budgeted can either be used to send the actual exhibition or to reprint and frame photographs and captions locally.

Objective 3 - Documenting Progress and Achievements: simply factors a standard cost for a photography budget and periodic travel to COs to collect narratives and stories that can be used in different tools.

GLAG APPENDIX 9

References and Reading List

A BOND Approach to Quality in Non-Governmental Organisations: Putting Beneficiaries First: A Report by Keystone & Accountability for BOND (Aug 2006)
http://www.civicus.org/new/media/putting_beneficiaries_first.pdf

Chapman, Jennifer & Mancini, Antonella *Impact Assessment: Drivers, dilemmas & deliberations* (Sightsavers International April 08)

Keane, Fergal *All of These People* (Harper Perennial 2006)

Ramalingam, Ben & Jones, Harry (Feb 2008) *Exploring the Science of Complexity: ideas and implications for development and humanitarian efforts* (Overseas Development Institute Working Paper 285)
http://www.odi.org.uk/publications/working_papers/WP285.pdf

Waldrup, M. Mitchell (1992) *Complexity: The emerging science at the edge of order and chaos* London: Penguin

Wheatley, Margaret (1999) *Leadership and the New Science 2nd Edn.* San Francisco: Berrett Koehler

Wilson-Grau, Ricardo & Nunez, Martha (2006) *Evaluating International Social Change Networks: A conceptual framework for a participatory approach*
<http://www.ngorisk.org/pdf/Evaluating%20International%20Social%20Change%20Networks,%20Ricardo%20W..pdf>

GLAG Review
Appendix 10
Key documents consulted

<i>Name of Document</i>	<i>Date</i>	<i>Author</i>
Rape & Resolution: Gender & Conflict in the Great Lakes	Feb 2006 Nov 2005	GLAG
Explanatory Memo: Budget Re-adjustment for GLAG	27 Apr 07	?
Sexual & Gender Based Violence Alliance Newsletter	Aug-Sep 2007	SGBV Alliance
PPT GLAG Presentation: Understanding where we are today	Oct 07	Khushbu Srivastava
GLAG Strategic Planning Mtg final notes	Oct 2007	Khushbu Srivastava
GLAG Deliverables by March 2008	Oct 2007	
Report of the November 2007 grassroots activist meeting	Nov 2007	Khushbu Srivastava
GLAG focal points meeting	Nov 2007	Khushbu Srivastava
GLAG Advocacy Change Priorities	Nov 2007	Khushbu Srivastava
Agenda de la Formation de GLAG sur les violences bases sur le genre SOVU	9-10 Jan 08	Josephine Tuyishimire
IOP Regional Advocacy Adviser: 1 Jan – 30 Jun 08	23 Jan 08	Eva Smets
(PPT) GLAG intro for February strategic planning meeting	Feb 08	Khushbu Srivastava
(PPT) GLAG Final Evaluation	Feb 08	Khushbu Srivastava
Great Lakes Advocacy Group – Draft Communication Strategy	Feb 2008	Beatrice Spadicini
GLAG Uganda activists report.	Mar 08	GLAG Uganda
Terms of Reference: GLAG External Evaluation	Mar 08	Khushbu Srivastava & Magdalene Lagu
GLAC IOP/360 Feedback Report	22 Mar 08	Khushbu Srivastava
Final Narrative Report: CARE UK PPA GLAG	Apr 08	Khushbu Srivastava
CARE Position Description: Great Lakes Advocacy Coordinator (GLAC)	Apr 08	
GLAG: A regional approach to addressing SGBV – Draft Proposal for Phase 2	Apr 08	Khushbu Srivastava
“GLAG Updates” examples of the monthly newsletter to increase information, communication around GLAG.	Various	Khushbu Srivastava
CARE Position Description: Deputy Regional Director—Program Quality	?	
Mission Report: NY Visit 7-9 May 08	? Jun 08	Eva Smets
Report of Visit to CARE DRC & CARE Rwanda 17 – 30 May 08	Jun 08	Carol Monoyios
Also: DVDs from Rwanda CO of November Activists meeting & LIBRAP Theatre group		