

3. NEXT STEPS: HOW TO GET STARTED



The GWSF will be accompanied by further Practical Guidance that will assist producers in the implementation of women’s safety action, in particular in outcome areas 2,3 and 4. It is important to note that the range and scale of initiatives within and across the different areas of the GWSF will depend on the resources (financial, human) allocated and leveraged, and the range of partners engaged over time.

This last section provides a quick check-in tool for producers to help them decide **WHERE to get started** in their journey on women’s safety action in GWSF Action Area One. In completing the check-in tool, and depending on the answers provided, **producers will then proceed to one of the two scenarios (A or B)** in the **How to get started** section. The GWSF outlines key steps and provides links to tools to help guide producers in beginning or advancing their journey.

There is not a “one size fits all” approach, and discussions held in preparatory meetings among partners in different localities will help to adapt the guidance below.

3.1 QUICK CHECK-IN FOR PRODUCERS

A few questions to ask yourself to decide where to get started.

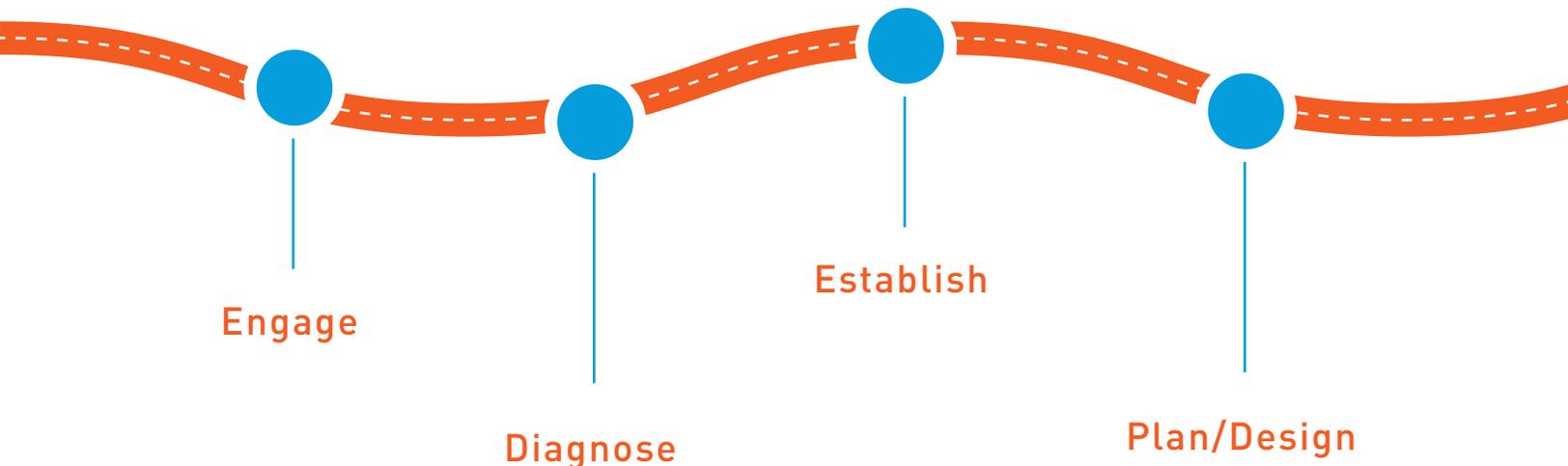
| | | | |
|----------|--|------------|-----------|
| 1 | Do you have data on sexual harassment (SH) and/or other forms of violence against women and girls collected in your estates in the past 12 months? | Yes | No |
| 2 | If you do not have data on SH or other forms of violence against women and girls (VAWG) in your estate, would you say that these problems do happen in the tea community? | Yes | No |
| 3 | Has anyone come to speak to you about SH or other forms of VAWG in rural spaces? | Yes | No |
| 4 | Would you feel comfortable engaging partners such as women’s groups, NGOs, United Nations, or any other individuals or organizations on women’s safety? | Yes | No |
| 5 | Have you ever engaged partners such as government authorities or women’s rights NGOs, or any other individuals or organizations specifically on initiatives in your estates (s) to prevent and respond to SH and/or other forms of GBV aimed at women workers, youth and children? | Yes | No |
| 6 | Do you have programming dedicated to women’s safety or the prevention and response to SH and other forms of VAWG on your estate (s) or in smallholder farms? | Yes | No |

If you answered no to at least three of the questions, please proceed to learn about how to begin your journey on women’s safety by beginning with **Scenario A**. If you have answered yes to at least four of the questions, please proceed to **Scenario B** (see page 55).

3.2 SCENARIO A: ESSENTIALS FOR BEGINNING WOMEN'S SAFETY ACTION

Company X says it is not aware of the nature and/or extent of sexual harassment (SH) and other forms of VAWG happening in estates, tea pick up points or any other spaces off the estate. The company has many policies in place, and has global and local certifications, but none of these policies have been subject to a gender analysis. The company is aware that there are increased media reports on SH against women workers in nearby tea estates, and in the village's public spaces, but managers say they have not received any reports of SH. The company has invested in several social development projects in the

community in which casual workers reside and has economic development schemes in place to diversify women workers' income sources. The company has not developed any specific programming on women and girls' safety and is not aware of any other agencies, NGOs or individuals working on this issue in the rural community. The company wants to ensure that not one woman or girl is subjected to any form of harassment and violence and has sought assistance and referrals from tea associations and buyers to access support and guidance to enable them to begin their journey.



Engage

Where to begin?

Invite an experienced and trusted local partner organization/agency with strong knowledge of the local context to build awareness among women and men workers, managers and smallholder farmers about SH and VAWG.

This can take the form of a partnership building/pre-scoping visit.

Key Message(s)

No agency, village or city is exempt from the problem of gender inequality, harassment and other forms of VAWG.

It is important to provide a safe space where women and girls can come together and discuss these issues. Often, women and girls will say “it is the first time someone has ever asked me about sexual harassment and other forms of violence”.

What are some steps to get me on my way?

As SH and other forms of GBV are often normalized, it is important to hold awareness raising sessions on harassment and VAWG among workers, smallholder farmers, and management as part of a pre-scoping visit to the plantation to help build trust and create community buy in for the initiative.

Conduct some preparatory meetings and discussions with a selected or referred partner (consultant, institutional partner, etc.) which has experience in working on SH and other forms of VAWG, including in the tea sector.

Provide a safe and confidential space for scoping study consultant/organization to conduct interviews with women and men workers, management, school and health staff, without the presence of supervisors or managers. It is important to hold focus group discussions (with no more than 8-12 participants), and it is important to hold these discussions separately with women and with men.

“It is important to work with the right and supportive partner on estates, and when feasible to have a UN partner to technically support this partnership with NGOs, this requires much trust”

(Tea Producer, Assam)

Links to Tools

To assist a producer or their implementation partner, please see:

Example of a partnership **building/pre-scoping visit agenda**

Diagnose

Where to begin?

Conduct a scoping study on VAWG. It is a simple and easy process and can help producers and their partners to decide what, who where and with whom to focus their efforts on women and girls' safety.

Decisions need to be informed by a good understanding of the problems that help make the case for the initiative being developed with women and girls who are the intended primary beneficiaries/agents of change.

The range of resources will vary, and small companies and smallholder farmers can start to raise awareness on the issue and make zero tolerance clear and ensure its practice. They may consider how women's safety can be included in some of the existing initiatives they may be involved in and participate in studies that may be undertaken by NGOs, government, and other partners in rural spaces on VAWG. Some may also be able to come together and reach out to larger producers or a donor partner to support a multi-site scoping study.

Key Message(s)

Low or no reporting of sexual harassment and VAWG in the tea sector does not mean it is not happening.

Harassment and other forms of violence against women and girls is not tolerated and we join the community of champions in cities, villages, and companies around the world who recognize that we can end it.

What are some steps to get me on my way?

In conducting a scoping study, it is important first to take stock of available material on SH and other forms of GBV in the plantation. This may be in the form of reports, policy documents, plans or statistics ('secondary' sources).

They may come from national or local government sources, from international agencies or other official service providers, from academic sources or from NGOs.

“We were surprised by the findings of the scoping study on VAWG, but we accepted the facts, which helped to make the case, and inform the development of solutions.”

(Manager, Tea garden, Assam)

Where there are gaps in data that cannot be filled using existing sources in rural spaces, some primary data collection will be necessary. It is suggested that two qualitative techniques are considered to help build an understanding on the challenges facing women and girls in estates and smallholder farms: *key informant interviews (KIIs)* and *focus group discussions (FGDs)*.

Most researchers will be familiar with these methods, and there is extensive guidance available online and elsewhere about their effective use, as well as their challenges and weaknesses.

A scoping study requires information about the following:

- the local context in rural spaces, including governance, and services;
- views of stakeholders;
- identification of opportunities to partner with government and civil society by identifying existing community resources;
- resourcing possibilities; and
- evidence about promising and effective practices.

It is important that potential partners that could bring added value to the work on women's safety be mapped.

As part of this process it is important that: positions and priorities of significant stakeholders have been ascertained, relevant existing services and projects have been identified and assessed, and especially from the perspective of intended women and girl beneficiaries/agents of change.

The scoping study will also profile the intervention area, and provide insight to their demographic, social, cultural, economic and other relevant characteristics development policies, plans and relevant initiatives that have been analyzed.

It may be that the answers to some questions are considered so self-evident or 'common knowledge' that further validation is unnecessary. However, there is a need to be cautious. Prevailing views and opinions are sometimes based on misconceptions, distorted media reports or deliberate misrepresentation, rather than reality. So careful consideration needs to be given to what matters require further investigation.

All research conducted with women and girls relating to violence raises significant ethical issues and risks for both the women and girls themselves and researchers undertaking this work, and it is important that Ethical Standards on Researching VAWG be reviewed and implemented.²²

Links to Tools

To assist a producer in what main areas to include in a scoping study, or the types of experience needed to conduct the study, please see:

- Content areas that can help to inform a **Scoping Study Terms of Reference**.
- Example: **Scoping Study** conducted in the Delhi Safe City Programme on Sexual Harassment in Public Spaces.

²²Ethical and safety recommendations for intervention research on violence against women. Building on lessons from the WHO publication. Geneva: World Health Organization. February 2016. Putting women first: ethical and safety recommendations for research on domestic violence against women. Link to resource: <http://apps.who.int/iris/bitstream/handle/10665/251759/9789241510189-eng.pdf;jsessionid=89C8F51B6614CB4F64654E0755255426?sequence=1>

Establish

Where to begin?

It is important to establish partnerships over time with government authorities, NGO partners, United Nations agencies or other partners with experience on gender equality, women's empowerment and areas related to preventing and responding to harassment and VAWG.

This can help to encourage complementary efforts, avoid a duplication of efforts, and help to leverage resources.

Key Message(s)

Women's safety is not a sole woman's issue.

All have a responsibility to prevent, respond and end SH and other forms of VAWG in rural spaces.

Coordination and multi sectoral partnerships are important for integrated action on women's safety.

What are some steps to get me on my way?

Getting the right people involved in this effort is extremely important.

As part of the scoping study process, a stakeholder analysis will help to identify those individuals and organizations that have an 'interest' in working on women's safety.

They will obviously include the intended primary beneficiaries/agents of change (women and girls), as well as agencies likely to have a role in programme delivery.

That group will undoubtedly include various levels of government and providers of key services, such as health, transport and the police.

Civil society can also be an important partner to engage, and this will include community-based organizations with women's rights expertise, men's and boys' groups and youth groups, especially those working to end GBV and tea associations with particular interests and credibility in the intervention area. Community elders, faith group leaders and organizations that operate at county, city or national levels, are also likely to be interested.

In conducting the analysis, attention should also be given to stakeholders who may be adversely affected by the programme, or who may, for some reason, be likely to oppose it. At the very least, it will be important to be aware of their interests and prepared to engage with them if necessary.

It is important to note that the results of a partner analysis at this point should not be seen as 'final', and it can be helpful to repeat the analysis when assessing progress. New stakeholders may well emerge over time, and stakeholders whose interests are marginal at the start may become much more significant later.

Links to Tools

There is a wide range of guidance on stakeholder analysis available online²³ to assist the selected consultant/organization that will conduct the scoping study.

²³ See, for example, "Stakeholder analysis", in Tools for development. A handbook for those engaged in development activity. London: Department for International Development (UK). Available at: <http://webarchive.nationalarchives.gov.uk/+http://www.dfid.gov.uk/Documents/publications/toolsfordevelopment.pdf> "Stakeholder Analysis", in Transforming Health Priorities into Projects. Health Action in Crises. World Health Organization. Available at: <http://www.who.int/hac/techguidance/training/proj%20cycle&institutional%20context.pdf>. Stakeholder mapping: <http://www.endvawnow.org/en/articles/1113-stakeholder-mapping.html>

Plan/Design

Where to begin?

Review and share the findings with partners and support/host a design workshop to develop a local plan/programme together, identifying clear roles and responsibilities.

Key Message(s)

Women's safety is not a women-only issue.

All have a responsibility to prevent, respond and end SH and other forms of VAWG in rural spaces.

What are some steps to get me on my way?

A strong programme document/plan of action that emerges from a design process will identify the specific problems to be addressed in the plantation, set out what the programme will achieve, and explain how this will be accomplished, including details of strategies (interventions) to be implemented.

This will need to be supported by a Theory of Change (TOC) as the GWSF provides for adaptation, and which makes clear how and why the proposed action will reduce SH and other forms of GBV. A more detailed logical framework (logframe) will summarize these activities and list the indicators that will be used to measure progress.

The design will make clear who is to be involved, who will manage and deliver the programme/plan of action, and it will provide an indicative timeline and resourcing plan.

The arrangements for monitoring and evaluation should be outlined, especially how partners involved in programme implementation will work collaboratively with those you may engage to assist in evaluating efforts. But the programme design is not a detailed plan indicating what will happen from month to month. Such information is normally set out in an annual workplan.

Whilst the creation of the programme design (the destination) is the primary objective, the process by which it is reached (the journey) is critically important. This is because it provides an opportunity to identify and bring together key stakeholders, including women and girls primary beneficiaries/agents of change.

A sound programme design will also be:

'owned' by the stakeholders who have a part to play in its delivery as well as intended beneficiaries/agents of change, both groups being strongly committed to its success responsive to the concerns, needs and wishes of the intended beneficiaries/ agents of change

'knowledge-led' with the assessment of problems, selection of priorities and formulation of goals based on the best available information.

evidence-based, with decisions about interventions and delivery processes informed by relevant experience elsewhere and site-specific research evidence.

achievable, likely to deliver sustainable change, and suitable for **building to scale**, and capable of **being evaluated**.

Producing a design to achieve this requires a development process that is inclusive, participative and open. To be inclusive it must involve the intended primary beneficiaries/agents of change: women and girls in the

intervention areas, including representation of those groups of women and girls who are most vulnerable to violence in the sector (e.g. domestic workers, women with disabilities, elderly women, adolescent girls).

The programme design should also include various actors in agencies and civil society who have a role to play in the programme or who may be affected by it (e.g. CBOs, local authorities, private sector, etc.).

To be participatory, there must be real opportunities to listen to each other, share information, express views, and influence transparent decision-making from the beginning, with all contributions being respected and valued.

A programme design process can include the following sequence of sessions (see Diagram 1), but many of these sessions can also be combined into a one-day process.

As part of the design process, it is important to discuss a monitoring and evaluation strategy/mechanism from the start to track progress on processes and outcomes related to the initiative over time, and to be able to attribute results to prioritized action.

A Programme Steering Committee can help to inform the direction of the programme and make strategic decisions to ensure local ownership and sustainability of the programme. This includes ensuring appraising and validating the Programme’s annual work plans, results, and ensuring comprehensive monitoring.

Some of the duties and responsibilities of Steering Committee Members can include:

- Review programme progress and leverage efforts, including partnership, towards achieving the outputs and outcomes.
- Provide guidance on lessons learned, identify new programmatic risks and agree on possible and corresponding mitigation measures.
- Provide strategic perspectives on advocacy issues and thematic priorities of the initiative (women’s economic empowerment, political participation, and EVAW).

Links to Tools

To assist a producer or their main implementation partner, please see example of content areas that can help to inform the development of a **Terms of Reference for a Programme Steering Committee**.

Diagram 1: Programme design sequence of sessions



3.3 SCENARIO B: ESSENTIALS TO STRENGTHEN WOMEN'S SAFETY ACTION

Company Y says it has been working to implement a series of projects to increase the wellbeing of women, youth and children on their estate and in smallholder farms, but they have not had a specific focus to prevent and respond to VAWG and are unaware of the nature or extent of this problem on and off the estates. The company has shared that most recently there have been different partner agencies and associations which have been invited to implement activities and projects on their estates on women's livelihoods and would like to know how this work could be linked or built upon through a focus on women and girls' safety.

Company Z has had to urgently respond to reports of SH committed against women workers on their estates. It commissioned research into the problem and prepared a proposal for the way forward. A package of preventive measures was adopted by management and implemented in partnership with NGOs, a United Nations agency, and consultants. Company Z

would like to better understand if and how these projects have reached their intended beneficiaries, and what would be needed to extend their reach to other women (e.g. smallholder farmers in the tea supply chain). The company would like to consider the scope for strengthening and extending this partnership by working across different sectors (government, NGO) to end GBV. Managers would like to understand how this work could be better coordinated and sustained as part of a holistic approach to deliver transformative results in the lives of women and girls.

The following section may help to assist producers to take the next steps on their journey to end SH and other forms of GBV. This includes those producers who may already have a women's safety initiative (s) in place, or those who may have implemented other partnership initiatives in the sector targeting women, youth and children through other thematic areas such as nutrition, health, sanitation, vocational skills training, economic development, and recreation.

Engage

Where to begin?

Engage an experienced and trusted local partner organization/agency with strong knowledge of the local context and women's safety to conduct a partnership building/formative review of initiative(s).

Key Message(s)

No agency, village or city is exempt from the problem of gender inequality, harassment and violence against women and girls.

It is important to take stock of existing initiatives in order to identify what is going well, what may need to be further strengthened, and how existing initiatives can benefit by integrating a women's safety approach.

Women and girls may say it is the first time someone has asked them about their views and experiences of SH and other forms of violence.

What are some steps to get me on my way?

As SH and other forms of GBV are often normalized, it is important to hold some initial awareness raising sessions on these issues among workers, smallholder farmers, and management as part of a partnership building/formative review visit to the plantation or smallholder farm(s).

To inform the formative review, it is important for the producer to hold some preparatory meetings and discussions with a selected or referred partner (consultant, institutional partner, etc.) which has experience in working on harassment and other forms of VAWG, including in the tea sector.

A formative review can:

- provide an assessment of what has been achieved to date in women's safety initiative(s), or examine those initiatives focused on enhancing the quality of life of women, youth and children, and how they may be built upon to integrate a women's safety approach.
- highlight what is working well and identify opportunities for further development.
- gather information by a small review team through desk research, semi-structured and informal stakeholder consultations and site visits during a short visit to the estate, outgrower farms, and public spaces in rural villages.

A formative review is not an audit or verification process.

“Our partnership with UN Women has helped us better deliver on results in the lives of women and girls. It has helped us understand who has been reached by our programme, who we need to further reach out to in our supply chain, and where we need to deepen our efforts to ensure that women and girls live lives free of sexual harassment and other forms of GBV.”

(Welfare Officer, Unilever)

It is important to ensure that during the formative review, a safe and confidential space is available for the research team to conduct interviews with women and men workers, management, school and health staff, and smallholder farmers, without the presence of supervisors or managers.

If FGDs are held as part of the formative review (with no more than 8-12 participants in each FGD), it is important that these are held separately with women and with men when discussing SH and other forms of GBV.

The benefits of conducting a formative review to a producer include:

- strengthening a company's safety initiative with priority being given to preventing and responding to SH and other forms of violence against women workers and youth and children living on the estate.
- mobilizing other partners to contribute within their area of influence to deliver the same benefits to women and girls living and working off the plantation and/or on outgrower farms.
- taking account of the views and needs expressed by consultees, especially women and girls, about future actions avoid duplication of efforts among partners working in the tea supply chain that may often be donor-driven or implemented in isolation from other producers or packer initiatives, and
- ensure synergies and linkages when feasible contribute to the development and/or strengthening of a rights and evidence-based approach to women's safety, and the sustainability of the business.

Links to Tools

Link to an Example of a **Partnership Building/ Progress Review Visit Agenda**.

Diagnose

Where to begin?

The **formative review can help producers decide on whether there is a need for a scoping study**. For example, the review can assist those producers who have not yet included outgrowers in their women's safety initiatives whether they can be included and explore the ways to do so. For those who may have broader quality of life initiatives in place on estates, but no data on SH or GBV, a scoping study on VAWG should be conducted.

A scoping study can be conducted quickly and can help producers and their partners to decide what, who, where and with whom to focus their efforts on women and girls' safety, and how to build on some related initiatives already in place. It deepens understanding about the nature and extent of SH and other forms of VAWG.

The range of resources will vary, and small companies and smallholder farmers can start to raise awareness on the issue and make zero tolerance clear and ensure its practice. They may consider how women's safety can be included in some of the existing initiatives they may be involved in and participate in studies that may be undertaken by NGOs, government, and other partners in rural spaces on VAWG. Some may also be able to come together and reach out to larger producers or a donor partner to support a multi-site scoping study.

Key Message(s)

Low or no reporting of sexual harassment and VAWG in the tea sector does not mean it is not happening.

Harassment and other forms of violence against women and girls is not tolerated and we join the community of champions in cities, villages, and companies around the world who recognize that we can end it.

What are some steps to get me on my way?

Decisions need to be informed by a good understanding of the problems that help make the case for the initiative being developed and with women and girls who are the intended primary beneficiaries/agents of change.

In conducting a scoping study, it is important first to take stock of available material on SH and other forms of GBV in the plantation. This may be in the form of reports, policy documents, plans or statistics (secondary sources). They may come from national or local government sources, from international agencies or other official service providers, from academic sources or from NGOs. It is essential to consider linkages at this point of time.

Where there are gaps that cannot be filled using existing sources, some empirical information gathering will be necessary. To this end it is suggested that two qualitative techniques should be considered for use: *key informant interviews, and focus group discussions*.

Most researchers will be familiar with these techniques and there is extensive guidance available online and elsewhere about their effective use, as well as their challenges and weaknesses.

A scoping study requires information about many other things, such as:

- the local context in rural spaces, including governance, and services
- the views of different stakeholders and opportunities
- identification of existing community resources that can be built upon or inform relevant policies and programmes, as well as ongoing and planned initiatives in the community
- resourcing possibilities
- evidence about promising and effective practices.

Potential delivery partners should be located and appraised, and

the positions and priorities of significant stakeholders should be ascertained as to relevant existing services and projects that have been identified and assessed, especially from the perspective of intended beneficiaries.

The scoping study will also profile the intervention area, and provide insight into the demographic, social, cultural, economic, and other characteristics relevant to the development of policies, plans and relevant initiatives.

It may be that the answers to some questions are considered so self-evident that further validation is unnecessary. However, there is a need to be cautious. Prevailing views and opinions are sometimes based on misconceptions, distorted media reports or deliberate misrepresentation, rather than reality. So careful consideration needs to be given to what matters require further investigation.

All research among women and girls relating to VAW raises significant ethical issues and risks for both the women and girls themselves and researchers undertaking this work, necessitating a review and implementation of Ethical Standards on Researching VAWG.²⁴

Links to Tools

Example: Content areas that can help to inform a **Scoping Study Terms of Reference**.

Example: **Scoping Study** conducted in the Delhi Safe City Programme on Sexual Harassment in Public Spaces.

²⁵ Ethical and safety recommendations for intervention research on violence against women. Building on lessons from the WHO publication . Geneva: World Health Organization. February 2016. Putting women first: ethical and safety recommendations for research on domestic violence against women. Link to resource: <http://apps.who.int/iris/bitstream/handle/10665/251759/9789241510189-eng.pdf;jsessionid=89C8F51B6614CB4F64654E0755255426?sequence=>

Examine

Where to begin?

Examine partnerships in current initiatives and consider how they can be further strengthened or expanded upon in adapting the GWSF. This can help to avoid a duplication of efforts and encourage complementary efforts and help leverage resources.

Key Message(s)

Women's safety is not a women's only issue.

All have a responsibility to prevent, respond and end SH and other forms of VAWG in rural spaces.

Coordination and multi sectoral partnerships are important for integrated action on women's safety.

What are some steps to get me on my way?

Getting the right people involved in this effort and investing in/managing partnerships over time is important.

As part of the scoping study process, it is important to examine the types of partners currently engaged in the women's safety initiative(s), or those engaged in other partnerships related to the wellbeing of women, youth and children. Stakeholder analysis will help to identify those individuals and organizations that have an interest in the programme:

- The intended primary beneficiaries/agents of change (women and girls), as well as agencies likely to have a role in programme delivery various levels of government and providers of key services, such as health, transport and the police
- Civil society, including CBOs, tea associations, and those with particular interests and credibility in the intervention areas, such as men's and boys' groups and youth groups, especially those working to end GBV community elders, faith group leaders and organizations with relevant thematic interests, such as women's rights, that operate at city or national levels, are also likely to be interested.
- In conducting the analysis, attention should also be given to stakeholders who may be adversely affected by the programme, or who may, for some reason, be likely to oppose it. At the very least, it will be important to be aware of their interests and prepared to engage with them if necessary.
- Results of a partner analysis at this point should not be seen as final and it can be helpful to repeat the analysis as part of assessing progress. New stakeholders may emerge over time and stakeholders whose interests are marginal at the start may become much more significant later.

Links to Tools

There is a wide range of guidance on stakeholder analysis available online.²⁵

²⁵See, for example, "Stakeholder analysis", in Tools for development. A handbook for those engaged in development activity. London: Department for International Development [UK]. Available at: <http://webarchive.nationalarchives.gov.uk/+http://www.dfid.gov.uk/Documents/publications/toolsfordevelopment.pdf>

"Stakeholder Analysis", in Transforming Health Priorities into Projects. Health Action in Crises. World Health Organization. Available at: <http://www.who.int/hac/techguidance/training/proj%20cycle&institutional%20context.pdf>. Stakeholder mapping: <http://www.endvawnow.org/en/articles/1113-stakeholder-mapping.html>

Plan/Design/Shift/Priorities

Where to begin?

Review and share the findings of the progress review and scoping study with partners and support.

Host a session to develop or revise a local plan/programme together, identifying clear roles and responsibilities.

Key Message(s)

Women's safety is not a sole woman's issue.

All have a responsibility to prevent, respond and end SH and other forms of VAWG in rural spaces.

It is important to examine how the sum of all the efforts can contribute to the common goal of women's safety, rather than focusing on activities in an ad hoc way.

What are some steps to get me on my way?

A strong programme document that emerges from a participatory design process will identify the specific problems to be addressed in the plantation, set out what the programme will achieve and explain how this will be accomplished, including details of strategies (interventions) to be implemented. This will need to be supported by a TOC as provided by the GWSF. A more detailed logical framework (logframe) will summarize these activities and list the indicators that will be used to measure progress.

The programme design will include involved parties, managers of the programme/plan of action, and an indicative timeline and resourcing plan. Arrangements for monitoring and evaluation will be outlined, especially with regard to collaborative work between partners and the local evaluator. Note: The programme design is not a detailed plan indicating what will happen from month to month, as that will be included in the annual work plan.

While the creation of the programme design (the destination) is the primary objective, the process by which it is reached (the journey) is critically important as it provides an opportunity to identify and bring together key stakeholders, including primary beneficiaries/agents of change.

A sound programme design will also be:

- owned by the stakeholders who have a part to play in its delivery as well as intended beneficiaries/agents of change, both groups being strongly committed to its success and
- responsive to the concerns, needs and wishes of the intended beneficiaries/agents of change. The programme design will be:
- knowledge-led with the assessment of problems, selection of priorities and formulation of goals based on the best available information.
- evidence-based with decisions about interventions and delivery processes informed by relevant experience elsewhere and site-specific research evidence.

- achievable and likely to deliver sustainable change, and suitable for building to scale,
- evaluable, that is, the impact of the proposed interventions should be capable of being evaluated.

As part of the design process to discuss a monitoring and evaluation strategy/mechanism from the start to track progress on processes and outcomes related to the initiative over time, and to be able to attribute results to prioritized action.

“In learning about good practice that helps us take account of women’s needs and concerns, the women’s safety audit tool can serve multiple purposes in our effort to make estate settings safe for all women and girls. In deciding how to improve sanitation, how to increase access to recreation, how to make women comfortable in reporting their experiences, this is surely something we can include in helping us improve our operations through a gender and women’s safety lens, and should be prioritized for management and worker training in our plan of action.”

(Tea Estate Manager, Assam)

A Programme Steering Committee can help to inform the direction of the programme and make strategic decisions to ensure local ownership and sustainability of the programme. The committee may include diverse stakeholders, including the primary beneficiaries/agents of change.

Some of the duties and responsibilities of Steering Committee Members can include:

- Review and monitoring of programme progress utilizing the annual work plans; leverage efforts, including partnership, towards achieving the outputs and outcomes.
- Provide guidance on lessons learned and update programmatic risks, and agree on possible and corresponding mitigation measures.
- Provide strategic perspectives on advocacy issues and thematic priorities of the initiative (women’s economic empowerment, political participation, and ERAW).

Links to Tools

Link to strengthened initiative on women’s safety (**UTK model and the GWSF**).

Example of content areas that can help to inform the development of a **Terms of Reference for a Programme Steering Committee**.

The GWSF will be accompanied by further practical guidance (Forthcoming, March 2019) that will continue to support producers in adapting and implementing the GWSF with their partners. It will contain additional case studies and examples of various materials including training plans, guidance to support redressal mechanisms