



# Violence Against Women Self-Assessment Tool

## Acknowledgements

This assessment tool is the product of two years of collaboration and input from partners and advisors around the world. ICRW would like to express our sincerest thanks to everyone who contributed to its development at any stage. This includes, but is not limited to: Anne Eckman, Mary Ellsberg, Amy Gregowski, Manuel Contreras, Lindsay Kin, Ellen Weiss, Bel Angeles, Carol Ajema, Christina Nomdo, Eleanor Mpapele, Maja Herstad, Kennedy Otina Odhiambo, Lori Michau, MacBain Mkandawire, Maimuna Kanyamala, Regina Mwanza, Tina Musuya, Shanaaz Mathews, and Naeemah Abrahams. We thank the Medical Research Council of South Africa for hosting a consultative meeting in 2010 that informed the drafting of the tool. We thank the GBV Prevention Network and all its members who provided feedback on earlier drafts of the tool. We are very thankful to the staff of the Uganda Network on Law, Ethics, and HIV/AIDS (UGANET), the Center for Domestic Violence Prevention (CEDOVIP), and Raising Voices, all based in Kampala, Uganda, for contributing their time, energy, and office space for a pilot test of an intermediate draft of this tool. We are grateful to Jai Sen and the staff of Trigger Creative for preparing the print and online layout design of this tool. We sincerely regret any unintentional omission from this list of acknowledgements. This tool has been prepared with generous support from the Vanguard Charitable Trust. Anyone wishing to provide further comments or suggestions may write to ICRW at [info@icrw.org](mailto:info@icrw.org); please mention this tool in the subject line.

# Violence Against Women Self-Assessment Tool

## Preface

---

### 1. THE PURPOSE OF THIS TOOL

Often, we as practitioners are caught up in the urgency to address violence against women. Opportunities to reflect on the design of our projects, to learn from the experiences of other innovators or to set goals for our own growth and evolution are few and far between. At times, even our most well-intentioned efforts, when undertaken with this urgency, can end up causing harm to the very women who are most in need of our support.

This assessment tool aims to:

- a Facilitate reflection: Let this self-assessment serve as that much-needed pause, deep breath, and moment of reflection. Reflecting about your institutional practices can offer greater opportunities for organizational and programmatic growth.
- b Identify programme strengths and opportunities for improvement: If used thoughtfully, this tool can give you and your colleagues a clear overview of the strengths and areas for growth in your programmes. Such knowledge and awareness can then be used to help enhance your programme's efforts to address violence against women.
- c Identify priorities for capacity building: Mindful discussion of the insights revealed through this self-assessment process will help you think about what it looks like to keep innovating and guide you in prioritizing your organizational learning goals.

### 2. HOW TO APPROACH THE SELF-ASSESSMENT PROCESS

The authors and collaborators involved in preparing this tool believe that reflection, thoughtfulness and occasional self-criticism are marks of strength. Through the course of this assessment, participants are encouraged to accept feedback, critique themselves and their projects and listen to others' opinions. Practicing these skills will bring about an organizational culture that promotes the learning and growth needed to address the challenge of ending violence against women.

Although beyond the scope of this tool, it is also recommended that organizations reflect upon their internal policies and practices around issues of sexual harassment, power, autonomy and inclusiveness. A range of tools can be consulted in this regard, including [The Charter of Feminist Principles for African Feminists](#) and the [Gender Audit Handbook](#).

## CONTENTS

Who Should Use This Tool .....	ii
Instructions .....	iii
Identifying Your Organization's Strategies .....	iv
The Assessment .....	1
Prioritization by Strategy .....	A
Key Principles of Efforts to Address Violence Against Women .....	B



# Violence Against Women Self-Assessment Tool

## Who Should Use This Tool

---

This assessment tool is intended for organizations of many sizes and capacity levels involved in the global effort to prevent and respond to violence against women. This includes, by design, organizations whose core work has not traditionally addressed violence against women but who are seeking to add or mainstream this work into their repertoire.

For those organizations with strong experience and high capacity in efforts to address violence against women, the tool should be used to identify ways to build on existing organizational strengths and to continue innovating to advance the field. Even if some individual assessment items don't directly apply to an organization with long expertise in this area, many items should still prompt self-reflection and discussion about how to continue growing.

For those organizations with a moderate level of experience and capacity in efforts to address violence against women, the tool should help you envision your organization on a path toward greater effectiveness and strength by identifying concrete steps that would improve your practice.

For those organizations with limited experience and capacity in efforts to address violence against women, the tool will clarify many of the global best practices and ethical standards that should be put in place before any rapid expansion of work on violence against women takes place. For any given strategy you aim to pursue, the assessment items will point out some key capacities and safeguards to prioritize.

Because the tool aims to be valuable to such a wide range of organizations, not every assessment item will be directly applicable to your organization's reality. When any item doesn't fit your situation, answer as best you can and make comments in the comment box provided.

# Violence Against Women Self-Assessment Tool

## Instructions

---

### 1. LOGISTICS

#### *Identifying the facilitator*

The first step of this self-assessment process is to identify the facilitator. The facilitator will be responsible for planning and guiding the assessment. The facilitator could be the executive director of your organization, the director of your violence against women programme or a respected staff member who is widely trusted by her/his colleagues and who has excellent presentation, speaking and listening skills. It will be the facilitator's duty to lead her/his colleagues through the steps listed below, and to ensure that the conversations maintain the reflective, honest mind-set presented above.

#### *Advance planning details*

Once you have identified the facilitator, her/his first step will be to organize the logistics for the self-assessment process. These advance planning details include reserving an appropriate meeting space, booking the adequate amount of time with key staff members and acquiring other necessary materials.

#### *Meeting space*

The ideal meeting space for the assessment process is a conference room with seating for up to 20 people. It is best to arrange the seating in a circle or around a large table, where everyone can see one another and no one participant's seat is in a position of priority over others'. A space equipped with a projector and screen will also benefit this process.

#### *Time*

We recommend planning two full working days to complete the self-assessment process. This will ensure the amount of time needed to cover the programme strategies in detail and also allow space for reflective discussions and priority-setting exercises. Based on your organization's time constraints and priorities, however, it may be possible to complete the process in more or less time. If you choose to focus on one or two strategy sections, the process can be completed in one day. Another option is to use this self-assessment process as the cornerstone of a weeklong staff retreat. It will always be helpful to plan for dates where the required attendees will be able to attend for the full duration of the self-assessment process.

#### *Materials*

The assessment process will benefit from a computer connected to the internet that is, ideally, projected for all attendees to see. The facilitator will operate the computer during the process or identify an assistant to play this role. This is not mandatory, however. The process can also be held entirely offline. Depending on your organization's style and preferences, it is also helpful to have:

- a** a whiteboard or flipchart;
- b** markers for the whiteboard/flipchart;
- c** pens for all participants; and
- d** printed copies of the assessment tool for all participants.

#### *Who should attend?*

The ideal group size for the assessment process is approximately seven to twelve participants. This encourages a variety of perspectives and opportunities for all participants' voices to be heard. The facilitator should, of course, feel free to assemble the group according to her/his priorities. However, we strongly recommend that the group include programme staff focused on violence against women from both headquarters and project locations, if appropriate. Additionally, it is helpful to have an even mix of staff members from different departments and locations. Optional additional attendees include operations and front office staff, finance staff and senior leadership.

### 2. STRUCTURE OF THE TOOL

The tool includes assessment items related to the following three "core" programmatic strategies and four "cross-cutting" strategies for addressing violence against women.

#### Core strategies:

- a** Community Mobilization
- b** Health & Social Support Services
- c** Legal Aid

#### Cross-cutting strategies:

- a** Advocacy
- b** Media & Communications
- c** Capacity Building
- d** Partnerships

# Violence Against Women Self-Assessment Tool

## Instructions, continued

The tool is structured by these core strategies and cross-cutting strategies. Within each core strategy there are sub-sections which include Programme Design, Policies & Procedures, Content & Messaging, Implementation and Monitoring & Evaluation. The cross-cutting strategy sections do not have sub-sections.

Each strategy section starts with a brief narrative description of the type of work that falls within that strategy. Before beginning each section, it is helpful for the facilitator to read this description out loud to the group. This will serve as a reminder to participants of the types of programme activities that they should be thinking of when filling out their responses.

Each assessment item is displayed horizontally, with the title bolded on the left. There are then short descriptions on a four grade scale (represented by the letters A, B, C, and D) of how an organization might be addressing that concept. (From A to D, the letters represent minimal achievement to strong achievement.) The purpose of laying out the options in this manner is to allow organizations to determine the current status of their work as well as to see the incremental changes needed to reach the next level of achievement.

Please rate your organization honestly! There is nothing negative about rating your organization at the A or B level on an assessment item. The worse thing to do is to rate yourself unrealistically highly on every item! Remember that honest reflectiveness is the main purpose of the tool, and recognizing areas for growth is itself a strength.

### 3. HOW TO FILL OUT THE TOOL

The facilitator will begin the process by sharing the above description of the structure of the tool as well as the below instructions on how to complete it with the selected participants.

The group will then read the strategy descriptions provided in the following pages and select the strategies that most closely relate to the organization's work. It is helpful to have a mix of core strategies and cross-cutting strategies selected. Please complete the strategy sections that match the work you do.

Once the group has selected the order in which the strategies will be completed, the process proceeds as follows, one strategy at a time:

#### Step 1: Filling out the tool individually

To fill out an assessment item, the participant will read the heading on the left and then read across all of the possible options for that item. The individual will then reflect on which option seems most applicable to how she/he sees her/his organization's current status and achievements. The individual will then mark her/his answer by filling in the circle placed directly below the option. The individual will then move on to the next assessment item, until all items under the particular strategy have been completed.

#### Step 2: Collaborative assessment

After step one is complete, the facilitator will convene the group to review the strategy section. The facilitator will walk the group through the section, assessment item by assessment item. The facilitator will ask the

group to share the option they selected for each assessment item. The facilitator will read the assessment item title and then ask participants to raise their hands according to which category they selected for each assessment item, (i.e. A, B, C, or D). In order to ensure confidentiality and anonymity, the facilitator may want to take additional steps such as asking participants to vote with their eyes closed, or asking participants to write down their response, submit them to the facilitator and the facilitator tallies the responses.

Once the facilitator has a count for how many staff members selected each option for a particular assessment item, she/he will facilitate a discussion about why staff selected that option. Staff will be encouraged to share their honest opinions and thoughts. It is important that staff members use non-confrontational and non-accusatory language throughout this discussion, and respect each other's opinions. But it is also appropriate to challenge others respectfully. Through reflection and discussion, the group will be asked to reach consensus on which assessment category – A, B, C, or D – they believe most accurately represents the organization's current status and achievements. The facilitator will record the final category chosen (either on a hard copy of the tool, or in the online template). However, keep in mind that the discussion generated through this process is just as important as the final selection.

*\*Note, if the facilitator records the answers in a hard copy version of the tool, she/he can transfer the answers into the online tool at a later time.*

# Violence Against Women Self-Assessment Tool

## Instructions, continued

### Step 3: Priority setting

After finishing each strategy section in the above manner, the facilitator will lead the group through a priority setting exercise. The facilitator will ask the group to look back through the assessment items that they have just discussed and select up to three assessment items which they feel are most important for improving their programming. If using the online version, after completing the strategy section, you will see a row at the bottom with “Priority 1”, “Priority 2”, and “Priority 3”. For each priority you should choose one of the assessment items from the drop down menu. This is your opportunity to flag key areas where your organization thinks it would be important to pursue action to build your organizational capacity or strengthen an aspect of your programming. You can select one, two, or three priorities. If using the hard copy, the group will select the agreed upon priorities by circling up to three assessment items in each strategy section. After finishing all of the selected strategy sections, the group will look back over these priorities and choose a select number to pursue in the near future. Please note that there are more instructions on this in the “USING THE RESULTS” section.

After the team has finished all of the selected strategy sections, they will need to take a break while the facilitator inputs the agreed upon selections for each assessment item into the online tool. More detailed instructions for completing the online tool can be found on the tool’s website, hosted at [www.icrw.org](http://www.icrw.org).

### 4. ACCESSING & INTERPRETING THE RESULTS

After the facilitator has submitted the group’s responses and priority selections for each strategy, the online tool will create a summary report. The summary report has four main sections:

#### 1. Your Results

This section shows you your overall assessment results. This includes:

- How many assessment items you completed;
- Which strategy areas you completed;
- How many of your items were in the categories A, B, C, and D;
- What your average assessment score was for each strategy.

#### Scoring in the assessment tool

Your assessment responses are calculated into a numeric score. The score uses a scale where all A answers score 1, B answers score 2, C answers score 3, and D answers score 4. The tool then adds up all your responses using this scale and calculates an average score. The highest possible average score on the tool would be 4.00, if every answer was in category D. The lowest possible average score would be 1.00, if every answer was in category A.

#### 2. Self-Assessment Outcomes: Program Strategies

This section presents your assessment outcomes for each strategy section you completed (up to seven total). Each strategy appears in the same order that you completed it, and marked by the same color code. For each strategy, you will see:

- The number of assessment items you completed under this strategy

- Your average score for this strategy
- How the average score for this strategy relates to the average score for the entire assessment tool. This will appear as a positive or negative number, which indicates how much higher (if positive) or lower (if negative) this strategy’s score is than the overall assessment average. This helps you compare different strategies within your organization.
- A table and pie chart showing how many of this strategy’s responses fell into each of the four categories.
- A list of “Outlying responses.” This is a list of the assessment items you rated the highest and lowest in this strategy area. The highest items appear in green, and the lowest items appear in red. The text of your actual assessment response for each of these items appears in the table as well.

#### 3. Cross-cutting Strategies

This section has the same layout as the prior section. The one difference is that it presents two tables and pie charts for each Cross-Cutting Strategy:

- The first table and pie chart presents your organization’s responses for all assessment items in that specific strategy section.
- The second table and pie chart draw from many items throughout the entire tool – not just this one strategy – that relate to this “cross-cutting” strategy. This reflects the idea of being “cross-cutting” – there are assessment items throughout all of the tool sections that actually relate to Advocacy, Media & Communication, Capacity Building, and Partnerships.

# Violence Against Women Self-Assessment Tool

## Instructions, continued

You should use both tables and pie charts to understand your organization's current strengths and opportunities related to the cross-cutting sections. Use the first one to reflect on your specific strengths in this strategy area. Use the second one to reflect on your broader strengths and opportunities as this strategy relates to all of your work.

### 4. Self-Assessment Outcomes: Key Principles

The self-assessment tool also tabulates scores according to six key principles of violence against women programming. This section summarizes the outcomes of the assessment under each key principle. These key principles are informed by the international literature on ethical, effective approaches to ending violence against women. The six principles are:

- 1 Respect and promote the autonomy of women
- 2 Address root causes of violence
- 3 Be inclusive
- 4 Do no harm
- 5 Learn from your program
- 6 Learn from the field

The key principles are defined and described on pages B and C (the final two pages) of the self-assessment tool. Each assessment item in the tool, in addition to informing the assessment score for its particular strategy, is also “tagged” to contribute to a score for one or more of the key principles. For instance, the item “Involvement of women” in the Community Mobilization section, due to its focus on increasing women's role in designing programming according to their own needs, also counts toward the score for Key Principle 1: Respect and promote the autonomy of women.

In this section, you will see a bar chart with your average responses for all six key principles, with specific tables for each of the six principles below. Use this information, along with the descriptions of the key principles themselves, to prompt another reflective conversation about how your organization's work aligns to this ethical guidance.

### 5. USING THE RESULTS

You now have a complete assessment of your organization's violence against women programmes. The summary report provides an indication of areas of strength in your programmes, as well as areas that represent opportunities for your organization to strengthen its programmes. The facilitator will work with the staff team to reflect on the assessment results.

Following a reflection on assessment results, the group will complete the “Priorities & Next Steps” worksheet. You can either print out the table generated by the online report, or you can fill out the “Priorities & Next Steps” worksheet at the back of the self-assessment tool. If you are manually filling in the worksheet, fill in the “Capacity Building Priorities” column with the priorities previously selected by the group (these are the assessment items you circled as you completed each section of the tool).

Next, the group will reflect and determine the “Action Items” for each of the priorities in all of the strategy sections. “Action Items” refer to the activities that will be undertaken to strengthen the organization in that priority area. You can refer to the descriptions under the various levels of the assessment scale for each assessment item to determine what “Action Items”

would bring your organization to the next level. As you fill in the worksheet, keep in mind the resources needed and when each activity will be completed. Next, the group will prioritize the “Action Items” which they believe are the most important and feasible for action and change. Once these have been determined, the group will indicate how these will be carried out by discussing and populating the “Immediate Next Steps” column. As a last step, indicate who will be responsible for and participate in implementing the immediate next steps in the “Relevant Staff” column.

At this point, it is up to the staff team to decide how they want to proceed with implementing the planned activities to improve organizational capacity in the identified areas.

*Learning never stops, so do this assessment again every so often, ideally every 2 years!*



# Violence Against Women Self-Assessment Tool

## Your Organization's Strategies

*This tool includes assessment items related to three “core” programmatic strategies and four “cross-cutting” strategies for addressing violence against women. It is only necessary to complete the assessment items relating to the strategies that your organization pursues.*

Core Strategy	Overview	Selection	Pages
Community Mobilization	<p>Activities under the community mobilization strategy to address violence against women seek to “mobilize” a broad range of community members into a critical mass of advocates who can cumulatively shift the social norms that underpin gender inequality and violence against women.</p> <p>The strategy seeks to prevent violence before it happens and commonly includes activities like the following:</p> <ul style="list-style-type: none"> <li>• Community dramas and dialogues;</li> <li>• Local activism;</li> <li>• Media or community campaigns;</li> <li>• Distribution or display of learning and communication materials; and many other activities.</li> </ul>	<p>Does your organization pursue Community Mobilization?</p> <p>Yes / No</p>	<p>If yes, please complete the assessment items on pages 1-4</p>
Health and Social Support Services	<p>The Health and Support Services strategy seeks to respond to violence in effective ways, often including activities like the following:</p> <ul style="list-style-type: none"> <li>• Front-line services, such as clinical treatment, psycho-social counseling, and shelter services to survivors of violence;</li> <li>• Integrated community response networks to ensure that a comprehensive, quality package of health and support services within the community is available and accessible to survivors; and many more related services.</li> </ul>	<p>Does your organization provide Health and Social Support Services?</p> <p>Yes / No</p>	<p>If yes, please complete the assessment items on pages 5-9</p>
Legal Aid	<p>Legal aid services often form a core of efforts to improve <i>access to justice</i>. While access to justice cuts across all sectors, the security and judicial sectors are key targets. Key activities of legal aids services often include:</p> <ul style="list-style-type: none"> <li>• Passing and implementing laws and policies that discourage violence and impose consequences on offenders;</li> <li>• Ensuring humane, fair treatment to survivors of violence by security and justice system personnel;</li> <li>• Providing women survivors with access to legal aid services including: legal representation, self-representation, legal advice and mediation that respects women's autonomy, and paralegal programmes; and more related services</li> </ul>	<p>Does your organization provide Legal Aid Services?</p> <p>Yes / No</p>	<p>If yes, please complete the assessment items on pages 10-14</p>

# Violence Against Women Self-Assessment Tool

Cross-Cutting Strategy	Overview	Selection	Pages
Advocacy	<p>Advocacy can include any action that influences a decision-maker to make an institutional change to address violence against women. It can take place at any level, local to international. Examples of advocacy objectives include:</p> <ul style="list-style-type: none"> <li>• Campaigning to persuade MPs to change national laws to criminalize all forms of violence against women;</li> <li>• Ensuring that national plans of action on violence against women exist;</li> <li>• Revising pre-service training guidelines for nurses, doctors, lawyers, teachers (or any other group of providers) to include comprehensive training on violence against women; and more.</li> </ul>	<p><i>Does your organization undertake Advocacy?</i></p> <p>Yes / No</p>	<p><i>If yes, please complete the assessment items on pages 15-16</i></p>
Media & Communications	<p>Communications efforts can involve work on basic messages and materials (the creation of print, visual and on-line media such as signs, pamphlets, murals, websites, blog postings, as well as oral communications). Or they can be multifaceted communications campaigns: organized, strategic efforts to deploy a range of communication messages and materials over time. Or they can be proactive efforts to work with the media in sharing information publicly and garnering coverage (or efforts to educate members of the media on our issue). They could also be a combination of all three!</p>	<p><i>Does your organization pursue Media &amp; Communications?</i></p> <p>Yes / No</p>	<p><i>If yes, please complete the assessment items on pages 17-18</i></p>
Capacity Building	<p>Capacity building is a process that supports individuals, organizations, and communities in strengthening the knowledge and skills needed to prevent and respond to violence against women. It is more than a one-and-done class or workshop. Effective capacity building requires sustained engagement over time and includes ongoing self-reflection and transformation.</p>	<p><i>Does your organization carry out Capacity Building processes with other organizations?</i></p> <p>Yes / No</p>	<p><i>If yes, please complete the assessment items on pages 19-21</i></p>
Partnerships	<p>Partnerships can take many forms and comprise various government and non-government actors from different sectors. They can exist at the national level, connecting ministries to one another to increase coordination in addressing violence, or they can work at the local level to harmonize the functioning of organizations such as police, justice, health, education, civil society, faith-based organizations, and women's organizations.</p>	<p><i>Does your organization facilitate or participate in Partnerships?</i></p> <p>Yes / No</p>	<p><i>If yes, please complete the assessment items on pages 22-23</i></p>

# Community Mobilization

Activities under the community mobilization strategy to address violence against women seek to “mobilize” a broad range of community members into a critical mass of advocates who can cumulatively shift the social norms that underpin gender inequality and violence against women.

The strategy seeks to prevent violence before it happens and commonly includes activities like the following:

- Community dramas and dialogues;
- Local activism;

- Media or community campaigns;
- Distribution or display of learning and communication materials; and many other activities.

	A	B	C	D	Comments
<i>Program Design</i>					
<b>Involvement of women</b>	Women in our target communities are not involved in the design of our community mobilization activities, and this is not a priority for us.	On occasion, women from our target communities offer input to shape our community mobilization activities, but we don't reach out to them ourselves.	We do reach out to women in our target communities for input on our community mobilization activities, but not always.	It is our established organizational practice to always seek input from women in our target communities about their priorities and needs when designing our community mobilization activities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Involvement of other stakeholders in target communities</b>	Key stakeholder groups are not involved in the design of our community mobilization activities and this is not a priority for us.	On occasion, stakeholder groups offer input to shape the design of our community mobilization activities, but we don't reach out to them ourselves.	We do reach out to stakeholder groups for input on our community mobilization activities, but not always.	It is our established organizational practice to always seek input from stakeholder groups about their priorities and needs when designing our community mobilization activities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Program impact</b>	We do not have clearly defined changes that we expect will result from our community mobilization activities.	We have identified changes that we expect to see based on our work, but we do not design our community mobilization activities with them specifically in mind.	We have identified changes that we expect to see based on our work and we regularly design our community mobilization activities with them in mind.	We have identified changes that we expect to see based on our work and our community mobilization activities are consistently assessed and revised with these outcomes in mind.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Policies &amp; Procedures</i>					
<b>Privacy and confidentiality</b>	We don't have a policy that protects women's privacy and confidentiality in our work.	While we do not have a policy on privacy and confidentiality, we do our best to protect women's privacy and confidentiality in our work.	We have a policy on women's privacy and confidentiality but not everyone is familiar with it or consistently follows it in their work.	We have a policy for protecting women's privacy and confidentiality; we work consistently to ensure that staff and volunteers observe it.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Community Mobilization

## Continued

	Minimal	Basic	Moderate	Strong	Comments
<b>Children's needs</b> (please skip if you do not work with survivors under age 18)	We don't consider children's particular needs or safety concerns in our work.	We don't have a child protection policy, but we are aware that children have unique needs and sometimes incorporate this into our work.	We have a child protection policy and, through occasional staff trainings, attempt to incorporate awareness of children's needs effectively into our work.	We have policies and common institutional practices related to children's needs and safety. We work consistently with our staff and volunteers to make sure these concerns are always incorporated throughout our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Content &amp; Messaging</i>					
<b>Presentation of women in communication materials and messages</b>	Our posters, handouts and other communication materials present women as victims of violence in need of charitable support.	We present women as victims of violence who can help themselves only with the support of others.	We present women as strong but struggling in the face of violence who need the support of our organization and other duty bearers to break free from the cycle of violence.	We consistently present women as strong and active in their decision-making around violence; we present our role as promoting women's rights, providing support as needed, and helping duty bearers participate in this process.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Presentation of other groups</b>	We intentionally seek to name and shame community actors (like men, community leaders, and the police) to prompt better action from them.	In many cases, we name and shame community actors; we typically do not present men or the police in a positive light.	We avoid naming and shaming community actors, and occasionally show examples of positive contributions by diverse actors, including men and the police.	We intentionally avoid naming and shaming community actors (such as men and the police) in our work, and consistently showcase examples of positive contributions by diverse actors.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Power</b>	Our work does not recognize that certain groups (like men) hold power in such a way that contributes to violence against women.	We recognize that certain groups, like men, hold power in such a way that contributes to violence against women, but do not make this explicit in our work.	We acknowledge and explain the role that power plays in perpetuating violence against women, but do not guide our program participants in addressing this.	Transforming the uses and abuses of power is our central goal and this explicitly guides our work; we give clear guidance to our program participants on how to address power inequalities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Community Mobilization

## Continued

	A	B	C	D	Comments
<b>Incorporation of messages that support women's rights</b>	Our work does not indicate that violence against women is a violation of women's rights.	Our work references women's rights, but without a clear explanation of its relevance in responding to violence against women.	Our work makes clear that violence against women is a violation of women's rights and encourages the empowerment of women, although it is not always clear what this means in terms of action steps.	Our work is grounded in women's rights and we provide clear connections and strategies for women's empowerment as a key element to reduce violence against women.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Community attitudes that support violence</b>	Our community mobilization work tends to focus on individual cases of violence or perpetrators rather than the social norms that contribute to violence against women.	We do recognize that social norms contribute to violence against women, but our work does not guide participants in shifting these norms.	Some of our community mobilization activities and materials address social norms that contribute to violence against women and suggest general ways to transform them.	Most of our community mobilization activities and materials clearly describe the social norms that contribute to violence against women as well as concrete steps to addressing them.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Community engagement</b>	Our work focuses on reaching out to women only.	Our work is primarily focused on reaching out to women, but we occasionally reach out men, youth, duty bearers, religious and cultural leaders.	We engage many different groups of participants, but these activities aren't linked by a common goal or strategy.	Our community mobilization engages a diverse groups of stakeholders, and the activities and messages are linked by a coordinated strategy.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Referral systems</b>	We do not have a directory of referral services or a system that helps women access other services, and this is not a priority for our work.	We have a basic directory of referral services and an informal system that we do not use regularly to help women access other services.	We have a thorough, detailed directory of referral services which we provide to survivors when appropriate. However, we do not regularly support survivors in accessing these other services.	We have a regularly updated directory of referral services and support survivors in accessing the most appropriate services based on their age and needs; we also provide accompaniment, transportation, and other relevant support.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Community Mobilization

## Continued

	A	B	C	D	Comments
<i>Implementation</i>					
<b>Building local capacities and leadership</b>	Our work is implemented solely by our project staff and does not involve community members.	We sometimes involve community members in implementing activities when an opportunity arises.	Community members often have roles in implementing our activities, but we don't invest in building their capacity.	It is our organizational practice to involve community members in planning and implementing activities, including ensuring that their capacity is strengthened in the long term.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Range of activities</b>	Our work focuses only on one or two forms of community engagement that are not well linked and not very responsive to community needs.	We conduct a few core activities that are only partially linked to build on each other and are not typically responsive to the community.	We implement a range of activities that are well linked but gaps exist and we could be more responsive to the community.	We have a comprehensive set of activities that we implement. They are well linked and build on each other and we adapt them based on the needs of the community.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Monitoring &amp; Evaluation</i>					
<b>Monitoring and evaluation</b>	We do not collect information to assess the impact of our work.	We routinely collect data about our activities (like information on the number of people reached, types of materials distributed etc.) but not on the impact of our work.	We routinely collect data on our activities, but have little data on whether our work is changing attitudes and behaviors related to violence against women.	We routinely collect data on our activities but also on the impact of work in changing behaviors and attitudes related to violence against women. We consistently use the results to strengthen our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Health & Social Support Services

The Health and Support Services strategy seeks to respond to violence in effective ways, often including activities like the following:

- Front-line services, such as clinical treatment, psycho-social counseling, and shelter services to survivors of violence;
- Build integrated community response networks to ensure that a comprehensive, quality package of health and support services within the community is available and accessible to survivors; and many more related services.

	A	B	C	D	Comments
<i>Program Design</i>					
<b>Identification of women's existing support networks</b>	We do not see a reason to identify other sources of health and social support available to women in our project locations.	Women sometimes tell us about their networks of peers, family, and other sources of support, but we don't use this information in our work yet.	We try to identify women's sources of support but do not have a way to ensure this information strengthens women's access to services.	As a common organizational practice, we map women's sources of support and use this information to strengthen women's access to services.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Barriers to accessing services</b>	We do not identify the barriers women face in accessing services.	Women sometimes tell us about the barriers they face in seeking support services, but we do not use this information in our work yet.	We try to identify the barriers women face in seeking help, but do not have a way to ensure this information strengthens women's access to services.	As a common organizational practice, we identify the barriers women face in seeking help and we use this information to improve women's access to services.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Readiness to deliver services</b>	We do not consider our own institution's capacity to deliver quality and sustainable services as a priority for program design.	While we recognize it is important, only on rare occasions do we consider our institution's capacity to deliver quality and sustainable services.	We regularly try to assess our institution's capacity to deliver quality and sustainable services, but these assessments are not very comprehensive.	We routinely conduct an assessment of our institution's capacity to deliver quality and sustainable services by considering funding availability, staff training, operational procedures, infrastructure, and more.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>National and international standards for providing health services</b>	We have not been guided by national and international standards in the design of our services.	We have consulted national and international standards but have not adjusted our services to reflect this guidance.	We have consulted national and international standards and are in the process of adjusting some of our services to reflect this guidance.	Our services are consistent with national and international standards and our program is recognized as good practice.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Health & Social Support Services

Continued

	A	B	C	D	Comments
<b>Pilot testing</b>	We do not pilot test any of our services prior to their roll out in the community and do not see this as a priority.	We ask for community feedback when we begin a new service but we do not use the feedback to improve the service.	We ask for community feedback when embarking on a new service; the feedback sometimes informs improvements to the service.	We consistently pilot test our new services and regularly incorporate community feedback from the process into improving them.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Program impact</b>	We have not clearly defined program outcomes which will result from our health and social support activities.	We have identified program outcomes that occasionally inform the design of our health and social support activities.	We have identified program outcomes that regularly inform the design of our health and social support activities.	We have identified program outcomes and these always inform the design of our health and social support activities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Policies &amp; Procedures</i>					
<b>Privacy and confidentiality</b>	We don't have a policy that protects women's privacy and confidentiality in our work.	While we do not have a policy on privacy and confidentiality, we do our best to protect women's privacy and confidentiality in our work.	We have a policy on women's privacy and confidentiality but not everyone is familiar with it or consistently follows it in their work.	We have a policy for protecting women's privacy and confidentiality; we work consistently to ensure that staff and volunteers observe it.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Children's needs (please skip if you do not work with survivors under age 18)</b>	We don't consider children's particular needs or safety concerns in our work.	We don't have a child protection policy, but we are aware that children have unique needs and sometimes incorporate this into our work.	We have a child protection policy and, through occasional staff trainings, attempt to incorporate awareness of children's needs effectively into our work.	We have policies and common institutional practices related to children's needs and safety. We work consistently with our staff and volunteers to make sure these concerns are always incorporated throughout our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



# Health & Social Support Services

## Continued

	A	B	C	D	Comments
<b>Women's rights to make decisions</b>	We do not ensure that women decide the course of action relative to their situation.	We believe that women have the right to decide their course of action but this does not inform our policies.	We have a policy affirming women's rights to make their own decisions, but staff and volunteers are not fully aware of what this means in practice.	We have a policy affirming women's rights to make their own decisions about their cases; we work consistently to ensure that staff and volunteers follow it as part of service delivery.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Inclusiveness</b>	We do not ensure that our services are accessible to all women.	While we support the idea that our services should be accessible to all women regardless of age, social status, disability, and any other grounds for marginalization, we do not make efforts to reach those most marginalized.	We have a policy affirming that our services are accessible to all women, but we could do better to reach those most marginalized.	We have a policy affirming that our services are accessible to all women regardless of age, social status, disability and other grounds for marginalization; we work consistently to ensure that staff and volunteers uphold this policy.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Unanticipated harms</b>	In implementing our work, we do not consider the potential unanticipated harms that may result from our services.	While we are aware that occasional unanticipated harms may result from our services, we have not identified a way of responding to or proactively avoiding them.	We make an effort to identify harms that could result from our services and respond in ways that minimize these harms.	We have policies and procedures in place to consistently identify and respond to any unanticipated harms, learn from the experience, and improve our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Protection of staff</b>	We do not consider how staff or volunteers might be affected by emotional stress and burnout from working on violence against women.	We recognize that staff and volunteers experience emotional stress and burnout, but have not identified an appropriate organizational-level response.	We recognize that staff and volunteers experience emotional stress and burnout, and have made organizational-level responses in certain situations.	We have proactive and reactive policies and procedures to provide all staff and volunteers with self-care to prevent and respond to emotional stress and burnout from working on violence against women.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Health & Social Support Services

## Continued

	A	B	C	D	Comments
<i>Content &amp; Messaging</i>					
<b>Presentation of women</b>	Our posters, handouts and other communication materials present women as victims of violence in need of charitable support.	We present women as victims of violence who can help themselves only with the support of others.	We present women as strong but struggling in the face of violence, needing the support of our organization and other duty bearers to break free from the cycle of violence.	We consistently present women as strong and active in their decision-making around violence; we present our role as promoting women's rights, providing support as needed, and helping duty bearers participate in this process.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Referral systems both within and outside of the health sector</b>	We do not have a directory of referral services or a system that helps women access other services, and this is not a priority for our work.	We have a basic directory of referral services and an informal system that we do not use regularly to help women access other services.	We have a thorough, detailed directory of referral services which we provide to survivors when appropriate. However, we do not regularly support survivors in accessing these other services.	We have a regularly updated directory of referral services and support survivors in accessing the most appropriate services based on their age and needs; we also provide accompaniment, transportation, and other relevant support.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Implementation</i>					
<b>Staff training</b>	We do not train staff on violence against women, including how to support survivors to make their own decisions.	We provide staff with a brief training on violence against women, but not with a specific focus on how to support survivors to make their own decisions.	Everyone on staff receives basic training on violence against women and those who work most directly with survivors receive some training on how to support survivors to make their own decisions.	We consistently ensure that everyone on staff receives training on violence against women as well as training on how to work with survivors to make their own decisions and we provide regular refreshers.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Health & Social Support Services

## Continued

	A	B	C	D	Comments
<b>Community referral network</b>	Our organization is not part of a community referral network for survivors of violence.	We informally engage with a few groups in the community to make referrals to other services for survivors.	We are part of a community referral network, but we do not consistently work together to ensure that the services foster gender equality.	We are part of a community referral network whose members work together to ensure that a complete package of services is available and accessible to survivors and that the services foster gender equality.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Monitoring &amp; Evaluation</i>					
<b>Monitoring and evaluation</b>	We do not routinely collect information to assess the impact of our work.	We routinely collect data about the number of people using our services.	We routinely collect data on our activities, but have little data on whether our services are meeting women's needs.	We routinely collect data on our activities, including on the quality of our services and whether our services are meeting the needs of women. We consistently use the results to strengthen our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Legal Aid

Legal aid services often form a core of efforts to improve access to justice. While access to justice cuts across all sectors, the security and judicial sectors are key targets. Key activities of legal aid services often include:

- Passing and implementing laws and policies that discourage violence and impose consequences on offenders;
- Ensuring humane, fair treatment to survivors of violence by security and justice system personnel;
- Providing women survivors with access to legal aid services including: legal representation, self-representation, legal advice and mediation that respects women's autonomy, and paralegal programmes; and more related services

	A	B	C	D	Comments
<i>Program Design</i>					
<b>Identification of women's existing support networks</b>	We do not see a reason to identify other sources of legal aid support available to women in our project locations.	Women sometimes tell us about their networks of peers, family, and other sources of support, but we don't use this information in our work yet.	We try to identify women's sources of support but do not have a way to ensure this information strengthens women's access to services.	As a common organizational practice, we map women's sources of support and use this information to strengthen women's access to services.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Barriers to accessing services</b>	We do not identify the barriers women face in accessing services.	Women sometimes tell us about the barriers they face in seeking support services, but we do not use this information in our work yet.	We try to identify the barriers women face in seeking help, but do not have a way to ensure this information strengthens women's access to services.	As a common organizational practice, we identify the barriers women face in seeking help and we use this information to improve women's access to services.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Readiness to deliver services</b>	We do not consider our own institution's capacity to deliver quality and sustainable services as a priority for program design.	While we recognize it is important, only on rare occasions do we consider our institution's capacity to deliver quality and sustainable services.	We regularly try to assess our institution's capacity to deliver quality and sustainable services, but these assessments are not very comprehensive.	We routinely conduct an assessment of our institution's capacity to deliver quality and sustainable services by considering funding availability, staff training, operational procedures, infrastructure, and more.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Minimum package of quality legal services</b>	We have not defined a "minimum package" of services offered by our organization.	We have defined a minimum package of services offered by our organization but have not adjusted our services to reflect national and international guidance.	We have consulted national and international guidance and are in the process of adjusting some of our services to reflect this guidance.	We offer a minimum package of services that is consistent with national and international guidance and is recognized as good practice.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Legal Aid

## Continued

	A	B	C	D	Comments
<b>Pilot testing</b>	We do not pilot test any of our services prior to their roll out in the community and do not see this as a priority.	We ask for community feedback when we begin a new service but we do not use the feedback to improve the service.	We ask for community feedback when embarking on a new service; the feedback sometimes informs improvements to the service.	We consistently pilot test our new services and regularly incorporate community feedback from the process into improving them.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Program impact</b>	We have not clearly defined program outcomes which will result from our legal aid activities.	We have identified program outcomes which occasionally inform the design of our legal aid activities.	We have identified program outcomes which regularly inform the design of our legal aid activities.	We have identified program outcomes and these always inform the design of our legal aid activities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Policies &amp; Procedures</i>					
<b>Privacy and confidentiality</b>	We don't have a policy that protects women's privacy and confidentiality in our work.	While we do not have a policy on privacy and confidentiality, we do our best to protect women's privacy and confidentiality in our work.	We have a policy on women's privacy and confidentiality but not everyone is familiar with it or consistently follows it in their work.	We have a policy for protecting women's privacy and confidentiality; we work consistently to ensure that staff and volunteers observe it.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Children's needs</b> (please skip if you do not work with survivors under age 18)	We don't consider children's particular needs or safety concerns in our work.	We don't have a child protection policy, but we are aware that children have unique needs and sometimes incorporate this into our work.	We have a child protection policy and, through occasional staff trainings, attempt to incorporate awareness of children's needs effectively into our work.	We have policies and common institutional practices related to children's needs and safety. We work consistently with our staff and volunteers to make sure these concerns are always incorporated throughout our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Women's rights to make decisions</b>	We do not ensure that women decide the course of action relative to their situation.	We believe that women have the right to decide their course of action but this does not inform our policies.	We have a policy affirming women's rights to make their own decisions, but staff and volunteers are not fully aware of what this means in practice.	We have a policy affirming women's rights to make their own decisions about their cases; we work consistently to ensure that staff and volunteers follow it as part of service delivery.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Legal Aid

## Continued

	A	B	C	D	Comments
<b>Inclusiveness</b>	We do not ensure that our services are accessible to all women.	While we support the idea that our services should be accessible to all women regardless of age, social status, disability, and any other grounds for marginalization, we do not make efforts to reach those most marginalized.	We have a policy affirming that our services are accessible to all women, but we could do better to reach those most marginalized.	We have a policy affirming that our services are accessible to all women regardless of age, social status, disability and other grounds for marginalization; we work consistently to ensure that staff and volunteers uphold this policy.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Unanticipated harms</b>	In implementing our work, we do not consider the potential unanticipated harms that may result from our services.	While we are aware that occasional unanticipated harms may result from our services, we have not identified a way of responding to or proactively avoiding them.	We make an effort to identify harms that could result from our services and respond in ways that minimize these harms.	We have policies and procedures in place to consistently identify and respond to any unanticipated harms, learn from the experience, and improve our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Protection of staff</b>	We do not consider how staff or volunteers might be affected by emotional stress and burnout from working on violence against women.	We recognize that staff and volunteers experience emotional stress and burnout, but have not identified an appropriate organizational-level response.	We recognize that staff and volunteers experience emotional stress and burnout, and have made organizational-level responses in certain situations.	We have proactive and reactive policies and procedures to provide all staff and volunteers with self-care to prevent and respond to emotional stress and burnout from working on violence against women.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Legal Aid

## Continued

	A	B	C	D	Comments
<i>Content &amp; Messaging</i>					
<b>Referral systems both within and outside of the legal aid sector</b>	We do not have a directory of referral services or a system that helps women access other services, and this is not a priority for our work.	We have a basic directory of referral services and an informal system that we do not use regularly to help women access other services.	We have a thorough, detailed directory of referral services which we provide to survivors when appropriate. However, we do not regularly support survivors in accessing these other services.	We have a regularly updated directory of referral services and support survivors in accessing the most appropriate services based on their age and needs; we also provide accompaniment, transportation, and other relevant support.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Implementation</i>					
<b>Staff training</b>	We do not train staff on violence against women, including how to support survivors to make their own decisions.	We provide staff with a brief training on violence against women, but not with a specific focus on how to support survivors to make their own decisions.	We provide training on violence against women to everyone on staff; those who most directly work with survivors receive some training on how to support survivors to make their own decisions.	We consistently ensure that everyone on staff receives training on violence against women as well as training on how to work with survivors to make their own decisions and we provide regular refreshers.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Community referral network</b>	Our organization is not part of a community referral network for survivors of violence.	We informally engage with a few groups in the community to make referrals to other services for survivors.	We are part of a community referral network, but we do not consistently work together to ensure that the services foster gender equality.	We are part of a community referral network whose members work together to ensure that a complete package of services is available and accessible to survivors and that the services foster gender equality.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Legal Aid

## Continued

	A	B	C	D	Comments
<b>Monitoring justice system's treatment of women</b>	We do not monitor justice delivery agencies to ensure that women are treated with respect and dignity as they pursue justice.	Our staff occasionally monitor justice delivery agencies to ensure that women are treated with respect and dignity as they pursue justice.	Our staff regularly monitor justice delivery agencies to ensure that women are treated with respect and dignity as they pursue justice.	Our staff consistently and routinely monitor all justice delivery agencies to ensure that women are treated with respect and dignity as they pursue justice.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Mediation</b> (please skip if you do not conduct mediations)	Our mediation approach does not respect women's right to make decisions; we mostly push for reconciliation between the perpetrator and survivor.	Our mediation approach sometimes informs women of their rights and how to pursue them, but does not provide further support.	Our mediation approach informs women of their rights and supports them in pursuing these rights. However, we don't try to transform existing local mediation processes that don't promote women's rights.	Our mediation approach informs women of their rights, ensures that their voices are heard throughout the process, and supports them in pursuing justice on their terms. We also work to transform existing local mediation processes that don't promote women's rights.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<i>Monitoring &amp; Evaluation</i>					
<b>Monitoring and evaluation</b>	We do not routinely collect information to assess the impact of our work.	We routinely collect data about the number of people using our services.	We routinely collect data on our activities, but have little data on whether our services are meeting women's needs.	We routinely collect data on our activities, including on the quality of our services and whether our services are meeting the needs of women. We consistently use the results to strengthen our work.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



# Advocacy

Advocacy can include any action that influences a decision-maker to make an institutional change to address violence-against-women. It can take place at any level, local to international. Examples of advocacy objectives include:

- campaigning to persuade MPs to change national laws to criminalize all forms of violence against women;
- ensuring that national plans of action on violence against women exist;
- revising pre-service training guidelines for nurses, doctors, lawyers, teachers (or any other group of providers) to include comprehensive training on violence against women; and more.

	A	B	C	D	Comments
<b>Advocacy</b>	We have not prioritized advocacy work.	We occasionally advocate when opportunity arises, and our advocacy is strong in some areas and weak in others.	We have a clear advocacy plan, and regularly use it to guide our advocacy activities.	We have an advocacy strategy that is tailored to different audiences, and is flexible in order to take advantage of new opportunities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Selecting priority issue(s)</b>	In cases where we decide to advocate, we do so opportunistically and without reflecting on our strategic priorities.	We advocate on numerous issues but without defining a clear connection to our strategic priorities.	We consider our organizational strategic priorities in making decisions about advocacy issues, but often find ourselves spread too thin.	We decide which issues to advocate on by reflecting on our strategic priorities and current capacity.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Identifying allies and opposition</b>	We do not know who our allies and opposition are or what their stance is on violence against women.	We have a sense of who our allies and opposition are, but have not analyzed their stance on violence against women.	We have conducted analysis on our allies and opposition, including their stance on violence against women, but do not always use it in our advocacy.	We have conducted an in-depth analysis of our allies and opposition, including their stance on violence against women, and we use this information strategically in our advocacy efforts.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Engaging community leaders</b>	We have not identified key decision makers and community leaders and this is not a priority.	We have a sense who many of the key decision makers at the community and district level are, but we do not have a strategy for engaging them.	We are familiar with key decision makers at the community and district level and we engage regularly with them.	We are well connected with key decision makers at the community and district level, and we regularly engage them in ways that are consistent with our strategic priorities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Advocacy

## Continued

	A	B	C	D	Comments
<b>Evidence-based advocacy</b>	Our advocacy strategy does not rely on research or program evaluations.	When we created our advocacy strategy, we referenced research and/or program evaluations. However, we have not updated it to reflect current evidence.	Our advocacy strategy is occasionally updated to reflect the latest and highest quality evidence available that supports our advocacy messages.	Our advocacy strategy is consistently updated to reflect the latest and highest quality evidence available that supports our advocacy messages; we also seek to create new research and evidence.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Cultural, social, and political environment</b>	We do not follow cultural, social, and political developments and this is not a priority.	We have a basic familiarity with relevant cultural, social, and political developments but it does not typically influence our work.	We regularly monitor cultural, social, and political developments and use the information we learn in our work as opportunities arise.	We consistently stay up-to-date on cultural, social, and political developments and use the information to identify and pursue strategic opportunities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Media & Communication

Communications efforts can involve work on basic messages and materials (the creation of print, visual and on-line media such as signs, pamphlets, murals, websites, blog postings, as well as oral communications).

Or they can be multifaceted communications campaigns: organized, strategic efforts to deploy a range of communication messages and materials over time.

Or they can be proactive efforts to work with the media in sharing information publicly and garnering coverage (or efforts to educate members of the media on our issue). They could also be a combination of all three!

	A	B	C	D	Comments
<b>Promoting dialogue and norm change</b>	In our few publications, we do not address gender norms.	Our communication strategies and materials mostly share facts, but occasionally involve opportunities for dialogue about gender norms.	Our communication materials combine facts and opportunities for open dialogue about gender norms.	Our communications materials strategically seek to balance fact-sharing with opportunities for dialogue about gender norms in a sensitive and constructive manner.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Proactive engagement with media</b>	We do not engage the media in our work and do not see this as a priority.	We occasionally engage the media through press releases or response pieces but have not taken a proactive approach to educating journalists on issues of violence and gender.	We actively produce media pieces and occasionally engage with journalists to educate them on issues of violence and gender.	We have a clear media plan which involves media engagement at many levels and moments; we train editors as well as reporters, we issue press releases, and we involve media partners when planning our campaigns.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Different messages for different audiences</b>	We do not conduct much outreach, but when we do, we have one standard message.	We have standard publication materials that are used in most situations; occasionally we prepare special materials for a particular event or audience.	We have several publication materials targeted to different audiences, but they are not regularly updated and could be more strategically presented.	Our publications are tailored to key constituencies based on their knowledge, attitudes, and preferred forms of communication; we update these materials regularly to reflect changing environments in a manner consistent with our overall strategy.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Saturation</b>	Our media and communications campaigns tend to be individual events; we don't repeat any messages once we've released them.	We occasionally repeat certain communication messages or campaigns.	Our media and communications campaigns sometimes repeat messages through different kinds of materials; some gaps remain in our ability to do this all the time.	Our media and communications campaigns always repeat messages through different kinds of materials; we make every effort to make sure that our messages are heard by our target audiences.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Media & Communication

## Continued

	A	B	C	D	Comments
<b>Innovative methods</b>	Our communication materials are outdated and are rarely disseminated.	We have occasionally tried new communication methods/materials, but we generally communicate our messages via posters and pamphlets.	We use forms of communications other than printed materials, for instance video, music, digital publications, or social media, but their quality could be better.	Our communications involve the use of both traditional and more innovative outreach methods, based specifically on our communication strategy.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Link to other project work</b>	The outreach we do using communications materials is never connected to our project work.	Only on one or two occasions have our media materials linked to actual project implementation.	It regularly happens that our communications materials are designed to align with our projects, but this varies on a project to project basis.	Our communications work is consistently linked with our project work and each reinforces the other.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Com- munications plan</b>	We do not conduct significant outreach and don't plan to do so.	Our communications activities are mostly responsive and reactive; they are not always consistent with our larger strategic priorities as an organization.	Our communications work mostly matches our larger organizational strategy and priorities, but we do not have a communications strategy to guide this piece of our work.	We have a clear communications strategy that considers target audiences, how best to reach them, and ensures that our outreach matches our larger organizational priorities.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Stages of change</b>	Our communications materials do not acknowledge that there are distinct messages for different stages of a campaign.	Our communications materials do not differentiate messages for different stages of a campaign; there is one consistent message in all of our materials.	We recognize that communities progress through stages of change that require different media/communications messages and in some cases have developed specific materials based on these stages.	Our communications strategy follows a progression of stages of change: our first materials impart knowledge, the next materials promote self-confidence in making change, and later materials provide recommendations for action and behavior change.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Capacity Building & Training

Capacity building is a process that supports individuals, organizations, and communities in strengthening the knowledge and skills needed to prevent and respond to violence against women. It is more than a one-and-done class or workshop.

Effective capacity building requires sustained engagement over time and includes ongoing self-reflection and transformation.

	A	B	C	D	Comments
<b>Training other organizations</b>	We do not train staff on violence against women, including how to support survivors to make their own decisions.	We provide staff with a brief training on violence against women, but not with a specific focus on how to support survivors to make their own decisions.	We provide training on violence against women to everyone on staff; those who most directly work with survivors receive some training on how to support survivors to make their own decisions.	We consistently ensure that everyone on staff receives training on violence against women as well as training in how to work with survivors to make their own decisions and we provide regular refreshers.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Reflecting on our own values</b>	Our training for trainers focuses on practical aspects of the work and does not have space for trainers to reflect on their own values on power, gender or VAW.	While this is not a formal part of our training process, we do have moments during our trainings when trainers reflect on their own values related to violence work, including around power and gender.	We encourage and facilitate reflections and discussions on personal values related to violence (including around power and gender) during our trainings, but this isn't a common institutional practice.	We have a documented, standard practice for facilitating reflections and discussions on our trainers' values related to violence (including around power and gender) in order to address potentially harmful prejudices.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Defined outcomes</b>	Our trainings are not designed with a clear vision of the change we would like to see at the end of the training.	We have an idea of the change we want to see based on our trainings, but have not figured out a way to connect our activities to that outcome.	Our trainings are designed with a clear outcome in mind and we attempt to link our activities to that outcome.	We design our trainings with clear outcomes in mind and intentionally link training activities to those outcomes; we then evaluate our work to ensure effectiveness in realizing our outcomes.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Capacity Building & Training

## Continued

	A	B	C	D	Comments
<b>Assessment of participants</b>	Our trainings don't account for participants' prior trainings, knowledge, or values.	Few but not many of our trainings begin with exercises that assess participants' prior trainings and current knowledge, attitudes, and values about the subject at hand.	Most of our trainings include exercises that assess participants' prior trainings and current knowledge, attitudes, and values about the subject at hand.	In all of our trainings, we assess participants' prior trainings and current knowledge, attitudes, and values about the subject at hand; this includes outreach to participants prior to the training to allow adjustments to the training plan.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Tailoring training plans</b>	We have a standard package of trainings; we rarely make adjustments to the training team or content based on the participants.	On a few occasions, we have adjusted our training activities or team of facilitators based on what we believed to be most strategic for that particular group of participants.	On many occasions, we have adjusted our training activities or team facilitators based on what we believed to be most strategic for that particular group of participants.	We have a standard process whereby we determine the messages, format, facilitator team, and setting for our trainings based on the strengths and needs of that particular participant group and the goals we want to achieve with them.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Women's rights and autonomy as decision-makers</b>	We do not acknowledge that violence against women is a violation of women's rights nor that women have the right to decide the course of action relative to their situation.	Our training references women's rights and mentions a woman's right to decide her course of action, but does not connect concretely to action strategies.	Our trainings make it clear that violence against women is a violation of women's rights and emphasize the importance of a woman's right to decide her course of action. We do our best to connect these themes to practical action strategies, but this could be strengthened.	Our trainings make it clear that violence against women is a violation of women's rights and emphasize the importance of a woman's right to decide her course of action; we impart new knowledge, work to change attitudes, and teach specific skills to help realize these rights in our trainings.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Capacity Building & Training

## Continued

	A	B	C	D	Comments
<b>Reflections on social and cultural norms</b>	Our trainings do not address ways in which social and cultural norms contribute to violence against women.	Our trainings sometimes address ways in which social and cultural norms contribute to violence against women, but this is not a standard part of our training.	Our trainings include education about harmful social norms, how they come about, and how they can be changed, but we recognize that more opportunities for reflection and greater discussion of ways to move forward would be useful.	A discussion on social norms is a standard part of our training; we prioritize participants' abilities to openly reflect on and discuss harmful social norms, and based on what we learn we then tailor trainings and engagement to support specific stakeholder groups.	
	○	○	○	○	
<b>Learning from and adapting promising practices</b>	We have a basic set of training materials that we developed ourselves with little or no consultation of other materials.	We consulted other training materials when we originally created ours, but have not updated the materials since.	We reviewed and consulted many training materials and other publications from around the world and they influenced what we created, but we recognize that our materials could be further updated to reflect new or innovative practices.	We consistently review training materials and other publications coming from leading peer organizations around the world and often adapt the best materials to our local context; this has even involved reaching out to the original authors to collaborate.	
	○	○	○	○	

# Partnerships

Partnerships can take many forms and comprise various government and non-government actors from different sectors.

They can exist at the national level, connecting ministries to one another to increase coordination in addressing violence, or they work at the local level to harmonize the functioning of organizations such as police, justice, health, education, civil society, faith-based organizations, and women's organizations.

	A	B	C	D	Comments
<b>Strategic relationship building</b>	We do not pursue strategic partnerships and this is not a priority.	We engage with new partners when the opportunity arises, but have few resources to invest in such partnerships.	We begin strategic partnerships when the opportunity arises, and dedicate resources where we can, but more investment would further strengthen those partnerships.	We carefully identify strategic partnerships that match our organizational priorities and dedicate the necessary resources in order to maintain and strengthen these relationships.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Common values and goals</b>	We rarely partner or connect with others.	We do not discuss organizational principles or a common goal prior to joining a network or partnering with someone new.	We typically discuss organizational principles and a common goal prior to joining a network or entering a partnership, but this is not always done.	As a matter of common institutional practice, we always discuss organizational principles and clearly articulate a common goal with potential new partners.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Membership roles and responsibilities</b>	We are rarely involved in partnerships or networks.	We are involved in networks, but do not discuss membership, roles, and/or responsibilities prior to joining.	Prior to joining a network, we have discussions about membership, roles, and responsibilities, but this is done informally and we do not revisit the subject once we join.	Prior to joining a network, we establish clear, transparent expectations for membership, including roles and responsibilities. We revisit and renegotiate these as necessary throughout the life of the partnership, and there are mechanisms for holding members accountable to these expectations.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Decision-making structures and communications</b>	We rarely participate in partnerships or networks.	We do our best to communicate openly, but there are no structures for decision-making in our networks and this can lead to lack of clarity as to who makes decisions and how they are made.	We have a structure for decision-making and communication within our partnerships and networks, but it is not always followed and occasional confusion arises.	We have a decision-making process that is known to all members in our networks that ensures collaborative decision-making; our communication is consistent, transparent and inclusive.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



# Partnerships

## Continued

	A	B	C	D	Comments
<b>Conflict resolution</b>	Tensions arise in the partnerships or networks we participate in, but there is no clear way to resolve them.	When tensions arise in our partnerships or networks, we try to address them informally, but tensions remain.	We have successfully resolved conflicts in our partnerships, but we don't follow a standard process to do so.	Our networks and partnerships have a clear, standard process for resolving differing perspectives in a respectful way that strengthens collaboration.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>Shared learning</b>	We do not share experiences, strategies, or opportunities within our partnerships and networks.	On rare occasions, we share experiences, strategies, and opportunities with partners.	We often take advantage of our networks and partnerships to share experiences, strategies, and opportunities.	We follow a consistent process that allows us to openly share experiences, strategies, and opportunities within our partnerships and networks to promote mutual learning.	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

# Priorities & Next Steps

Capacity Building Priorities	Action Items	Immediate Next Steps	Relevant Staff
Community Mobilization			
Health and Social Support Services			
Legal Aid			
Advocacy			
Media & Communications			
Capacity Building & Training			
Partnerships			
Other			

# Key Principles of Efforts to Address Violence Against Women

It is likely that your organization has already defined your own operational principles and ethics. If so, fantastic! This assessment tool also proposes, however, that you consider six Key Principles when planning and implementing work to address violence against women. These principles are based on internationally-recognized ethical and programming best practices and collectively can be understood as a talisman for ensuring that your projects both align to globally-recognized standards and are continually improving.

Nearly all of the assessment items in this tool are tied to one or more of six Key Principles of work to address violence against women. The online version of the assessment tool provides a printout of data on how your organization answered questions tied to each of the principles. This data, side-by-side with the descriptions of the principles below, can be used to identify capacity-building priorities based on these international standards (in addition to the strategy-specific priorities you have already identified).

## **Principle 1: Respect and promote the autonomy of women**

Efforts to end violence against women should strive to guarantee the rights of women. This holds for all women with whom your program interacts, but especially when interacting with survivors of violence, all programs must remember that a survivor has a right to:

- Be treated with dignity and respect instead of being exposed to victim-blaming attitudes;
- Choose the course of action in dealing with the

violence instead of feeling powerless;

- Privacy and confidentiality instead of exposure;
- Non-discrimination instead of discrimination based on gender, age, race/ethnicity, ability, sexual orientation, HIV status, or any other characteristic;
- Receive comprehensive information to help her make her own decision instead of being told what to do.

This principle doesn't imply, however, that individual women bear the full responsibility for guaranteeing or realizing their own rights. In addition to individual rights holders, a wide variety of local, national, and international dutybearers hold this responsibility, and your work should also strive to encourage and emphasize the effectiveness of these dutybearers.

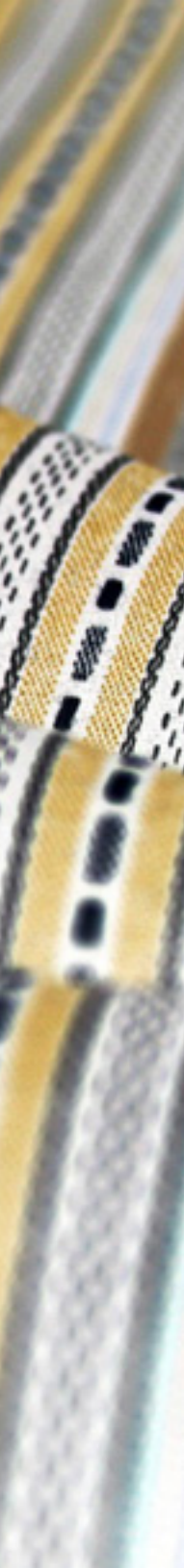
## **Principle 2: Address root causes and underlying power inequalities**

We cannot really consider violence against women in isolation from its history and root causes. This violence is rooted in a long history of power imbalances, discrimination, and gender inequality which we can find in varying degrees across all communities in the world. It is impossible, then, to end this violence solely by changing individuals' (whether perpetrators', bystanders', survivors', or others') perceptions or behaviors. Rather, to meaningfully reduce violence against women, it is essential to identify and change those wider norms and values that prescribe men's and women's roles in society and condone abuse. These norms and values are held by women and men in communities across the globe.

Awareness of the root causes of violence can and should influence our programming, no matter what role we're playing in the effort to end violence. At every stage of your programming, you can refer to the refrain: "Transform, not conform." If we only ever operate in response to violence and not considering its root causes, we run the risk of conforming or assuming that this violence is normal or will always happen. Much better to be fully aware of these root causes and to work to transform them!

## **Principle 3: Be inclusive**

Success in preventing and responding to violence against women depends on engaging a broad group of women, men and youth – and on doing so at multiple levels. As a guide in designing inclusive violence against women programs, many organizations find success working with the "ecological model." This model conceptually divides the setting you're hoping to change into four discrete levels: the individual, the family, the community, and the society. This simple breakdown allows you and your colleagues to strategize and devise programming suitable for the specific level(s) or audience(s) you hope to engage.



But the message of this principle is not to do everything yourself! Neither is this the implicit message of using the ecological model. Positive change related to violence against women is more likely as part of a team effort. You need to know what you can do best, and to focus on that. Beyond that, you can seek out strategic partnerships, cultivate promising alliances with other organizations and networks, talk with these allies to understand what each organization does best, and assess together how you can work to those strengths and complement each other's efforts.

Women and girls, men and boys – all of us stand to benefit from a reduction in or elimination of violence against women. The best programs addressing violence succeed at incorporating broad constituencies in their efforts.

**Principle 4: Do no harm**

The issues surrounding violence against women are potent ones in most communities. There are dynamic forces at play that impel people to use violence as well as forces that advance nonviolent means of conflict resolution. The field of conflict mitigation and management, which has a longer history of applying the “do no harm” philosophy than our field does, calls these forces “dividers” (those that support violence and fracture community identity) and “connectors” (those that reject violence and favor community unity).

The dynamic, deep-rooted nature of these forces present many opportunities for NGOs to inadvertently cause harm – to support the “dividers” – as a result of their well-intentioned efforts. The responsibility falls on all of us doing this work to minimize these risks.

**Principle 5: Learn from your own experiences; and Principle 6: Learn from others' experiences**

All of us spend our lives learning. We go to school, and then perhaps to high school and to universities, all the time hoping to develop skills that will help ourselves, our families, and the world. Outside of school/university, we learn every day by attending trainings, discussing the news, or meeting new people. Some people may even say that they “live to learn.”

An organization can be the same, always open to new lessons, new insights, and new skills that can improve its ability to serve its constituents and achieve its mission. These types of “learning organizations” are needed especially greatly in the pursuit of social change. The social issues we work to change – including violence against women – are incredibly complex and difficult. We are all still innovating, trying interesting new program approaches, and discovering which efforts and strategies will be most effective in our settings. But by no means have we figured everything out, uncovered every last lesson, and unearthed the secret to ending violence against women! We have made a lot of progress, but also have a lot left to learn if we are going to eliminate this violence from the globe.

We learn from our own organizations' experiences by applying thoughtful reflection, monitoring, and evaluation practices into our work. We learn from other organizations' experiences by being attentive to new research findings, program models, advocacy campaigns, and other efforts by peers that point us to more effective programming.