A Global Women's Safety Framework in Rural Spaces:

INFORMED BY EXPERIENCE IN THE TEA SECTOR

UN WOMEN

A Global Women's Safety Framework in Rural Spaces:
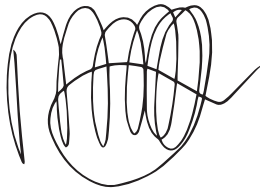
INFORMED BY EXPERIENCE IN THE TEA SECTOR

UN WOMEN

FOREWORD

Phumzile Mlambo-Ngcuka

UN Under-Secretary-General and
Executive Director of UN Women

Global Women's Safety Framework in Rural Spaces: Informed by experience in the tea sector

Every woman and girl has the right to be able to walk in her community, ride on public transportation and attend school, work and social events without the fear of violence. This is just as true for women and girls living and working in rural areas as it is for those in bustling cities. In each case, it tends to be those who have least visibility, who are the least skilled and lowest paid, who are the most vulnerable to abuse.

The new Global Women's Safety Framework adapts UN Women's longstanding initiative on Safe Cities and Safe Public Spaces for women and girls through incorporating experience in the tea sector in rural spaces. With its strong focus on prevention of violence against women and girls in public spaces, including harassment, the Framework helps to build a common understanding in the tea sector that is applicable to other commodity sectors in agricultural value chains. It explores the many manifestations and causes of violence against women and girls, and sets out their impacts on women, communities and businesses. The Framework provides examples of how producers, authorities and civil society groups can work together with links to tools and organizations.

UN Women's partnerships with Unilever and other producers and women's rights groups have strongly informed the Framework. It is my hope that its application will help to drive further bold action across the global supply chain to support the safety and empowerment of all.

Marc Engel
Unilever Chief Supply Chain Officer

Violence is a horrifying reality for millions of women and girls, and one of the most widespread human rights abuses. At Unilever, we work hard to provide a safe and inclusive environment. Women are instrumental to the functioning of our business at every level – in our fields and communities, factories and offices and are 70% of our consumer base. Addressing issues such as harassment and violence across the entire value chain is critical, because without a safe working environment, women cannot fully participate in society or in the workplace if they fear for their safety or that of their daughters.

As well as a strong moral case, addressing these challenges also makes enormous economic sense. Research from the UN Foundation shows that women reinvest 90% of income into their families, compared with the 30–40% reinvested by men. If women are empowered by providing equal access to land rights, finance, education, jobs, training and pay, it will positively impact the global economy.

Through partnerships such as with UN Women, Unilever is taking action so that women across our value chain are safe and free from discrimination. We have made some good progress, for example, in our tea plantations in East Africa where we've instituted policies on sexual harassment, child protection, and violence prevention and management, all developed with the participation of local employees and community representatives. And we have conducted different types of training for management, employees, village elders and specialised groups such as medical personnel. We've also improved our grievance reporting process with a dedicated, confidential, free and local language hotline. Once a month, our Friday Safety Talks on the plantations, focus on sexual harassment and related topics.

But these issues are not unique to Unilever or East Africa. Many other companies and our suppliers face similar challenges. Which is why we expanded this work to India and why a Safety Framework for women in rural spaces, particularly in agricultural chains is a priority for us. Our hope is that this guidance and step by step approach will bring lasting change.

However, even with our very best efforts, some of our biggest ambitions can often only be met if we get the whole industry to move and that is what we hope to achieve with this framework.

ACKNOWLEDGEMENTS

ACRONYMS AND ABBREVIATIONS

CBO	Community-based organization
CDF	Community Development Forum
CREAW	Centre for Rights Education and Awareness
DFID	Department for International Development (United Kingdom)
ETP	Ethical Tea Partnership
EVAW	Ending violence against women
FGD	Focus group discussion
GBV	Gender-based violence
GEP	Gender empowerment platform
GVRC	Gender Violence Recovery Centre
GWSF	Global Women's Safety Framework
IC	Internal committee
ICC	Internal complaints committee
ICPC	International Centre for the Prevention of Crime
IDH	Sustainable Trade Initiative
ILO	International Labour Organization
IPV	Intimate partner violence
ITC	International Trade Centre
KES	Kenyan shilling
KPI	Key performance indicator
NGO	Non-governmental organization
OHCHR	Office of the High Commissioner for Human Rights
SC/SPS	Safe Cities/Safe Public Spaces
SDG	Sustainable Development Goal
SH	Sexual harassment

TOC	Theory of change
TOT	Training of trainers
TROT	The Republic of Tea
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers programme
UNODC	United Nations Office on Drugs and Crime
UTK	Unilever Tea Kenya
VAW	Violence against Women
VAWG	Violence against Women and Girls
WASH	Water, sanitation and hygiene
WHO	World Health Organization
WSA	Women's safety audit

CONTENTS

THE GLOBAL WOMEN'S SAFETY FRAMEWORK IN BRIEF

Why focus on women's safety in rural spaces in agricultural value chains?

Violence against women and girls (VAWG) is a violation of human rights and is caused by gender inequality and norms on the acceptability of VAWG.

VAWG affects women and girls' freedom of movement, participation in school, employment, leisure/recreation, and ability to safely politically organize, and their right in all spaces to live free from fear and experience of violence.

Intimate partner violence (IPV) and sexual harassment (SH) against women and girls in workplaces, especially in the informal sector, and in public spaces are highly prevalent in urban and rural areas.

The tea sector, like many other work sectors around the world, including those in agricultural value chains, is not exempt from this problem. This can be seen with the high presence of women occupying low-paid and low-skilled jobs in the sector with high risks of harassment and violence, increased media reporting of cases of VAWG in the sector, and recent action taken by some companies to urgently respond.

Ending VAWG and gender equality is a condition for sustainable development, and for sustainable agriculture (e.g. tea production)

VAWG and gender inequality not only affects decent work and the health and dignity of workers, both also affect the sustainability of tea production.

Efforts to prevent and respond to SH and other forms of VAWG can lead to:

- Health and well-being impact, with less sick leave and issues related to continuous stress and trauma of workers;

- Enhanced performance/ productivity as an enabler of women´s economic empowerment/ investments in communities;

- Strengthened implementation of principles in certifications related to labour conditions and worker's rights;

- Retaining and attracting women workers and consumers.

How can the Global Women's Safety Framework assist tea producers?

The GWSF can assist tea producers working in partnership on women's safety issues to:

- **Better understand** what VAWG is, the factors that contribute to and protect against it, and how it impacts women, communities and businesses;

- **Learn** about the four GWSF action areas and the key principles that underline effective women's and girls' safety action in these areas;

- **Identify** different contributions that: 1) producers; 2) government authorities and 3) women, youth and community groups can make to end VAWG;

- **Access tools and practices** to prevent and respond to SH and other forms of VAWG to help guide action tailored to the local and country contexts;

- **Understand** some key steps to help producers get started on their journey; and

- **Explain** key terms and concepts used in this area (See Annex 1).

ESSENTIALS TO IMPROVE WOMEN'S SAFETY AND END VAWG

Engage partners with expertise on ending VAWG to assist in raising awareness among managers, workers and smallholder farmers on SH, IPV and other forms of VAWG. This is important as SH and other forms of VAWG are often normalized by men and women, and many women and girls may not feel at ease in reporting their experiences of violence.

Diagnose the nature and extent of the problem by supporting a scoping study to better understand VAWG, where and when it may occur, and what groups of women workers, women smallholder farmers, and girls are most vulnerable to it. It is also important to identify the causes of VAWG, and those individuals and organizations that may be working on similar issues to partner with. The range of resources will vary, and small companies and smallholder farmers can start to raise awareness on the issue and make zero tolerance clear and ensure its practice. They may consider how women's safety can be included in some of the existing initiatives they may be involved in and participate in studies that may be undertaken by NGOs, government, and other partners in rural spaces on VAWG. Some may also be able to come together and reach out to larger producers or a donor partner to support a multi-site scoping study.

Assess and strengthen the capacities of managers, supervisors and workers to prevent and respond to VAWG, including through tailored training and awareness-raising sessions.

This can help to improve their knowledge and skills to effectively implement workplace policies and procedures in relation to VAWG, and gender-responsive plans that integrate the issue of women's safety (e.g. in sanitation, housing, recreation, economic development, etc.). Workplace policies that promote gender equality, equal pay for work of equal value, women's representation in decision-making positions, and women's access to decent work, are essential to change social norms and gender stereotypes and contribute to a positive and respectful work environment.

Ensure that complaints processes (formal and informal) for SH and other forms of violence respond to the needs of, are accessible to, and trusted by all victims/survivors, and make clear accountability measures for perpetrators. These processes should be clear, documented and known. Those who report must have multiple routes for reporting and be able to select amongst them and be protected from retaliation.

Provide information and support (e.g. women's support groups and referrals to appropriate services in the community) to those experiencing SH and other forms of violence, including assisting victims/survivors of IPV to safely continue their employment (e.g. through paid leave and flexible work schedules).

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

WOMEN'S SAFETY ACTION IN AGRICULTURAL VALUE CHAINS

A Global Women's Safety Framework in Rural Spaces: Informed by Experience in the Tea Sector

(December 2018)

A Practical Guide to Support Women's Safety Action

(Forthcoming, March 2019)
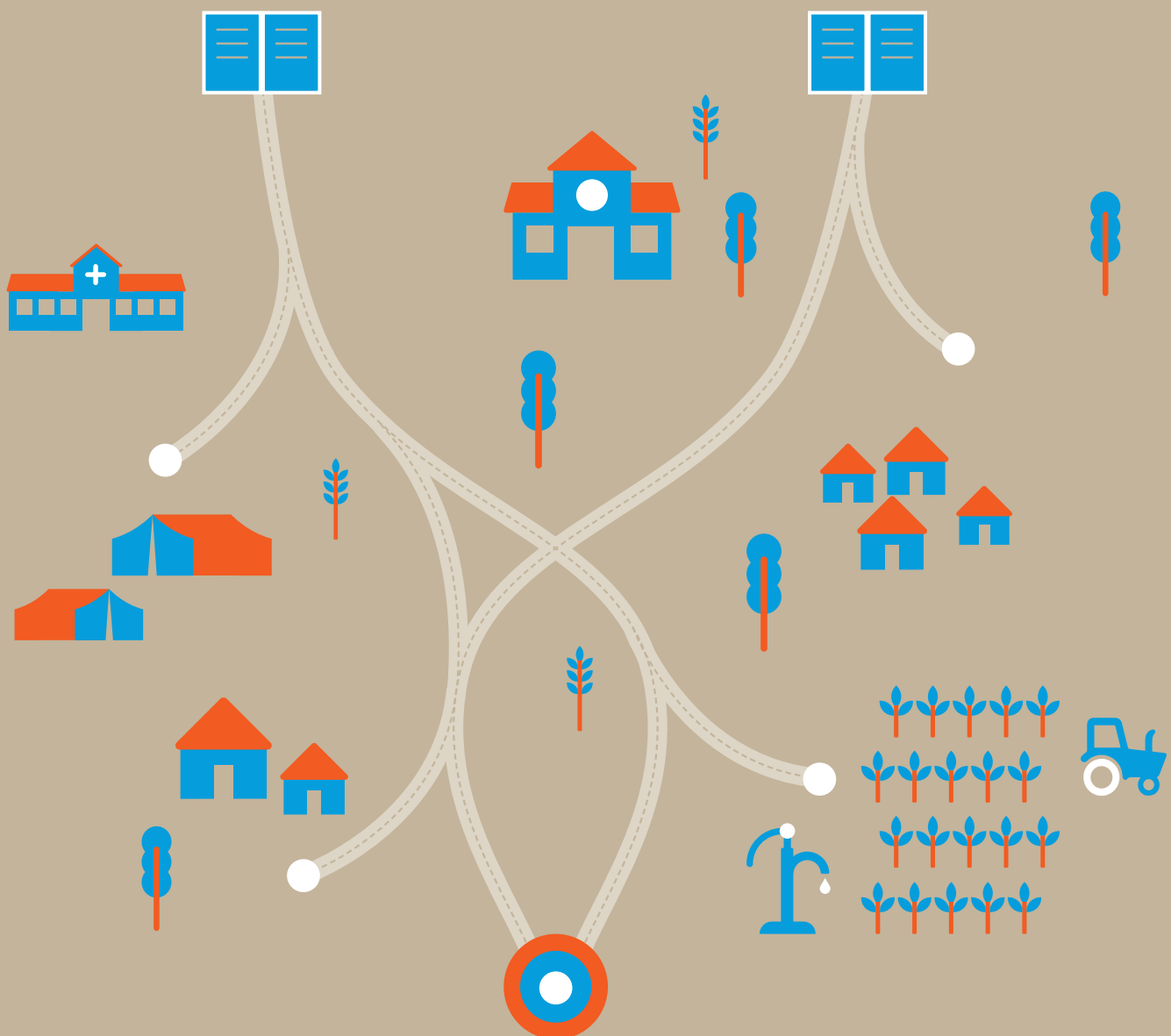
1. INTRODUCTION

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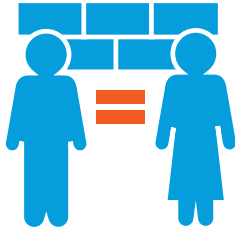
BACKGROUND, **PURPOSE AND AUDIENCE** FOR THE GLOBAL WOMEN'S SAFETY FRAMEWORK

1.2
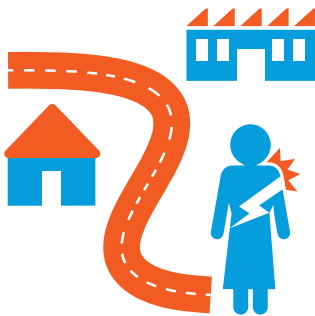
WHAT IS VIOLENCE AGAINST WOMEN? **WHERE** DOES IT HAPPEN? AND **WHY**?

1.3

WHY IT MAKES **GOOD BUSINESS SENSE** TO ACT ON VIOLENCE AGAINST WOMEN AND GIRLS

1.4
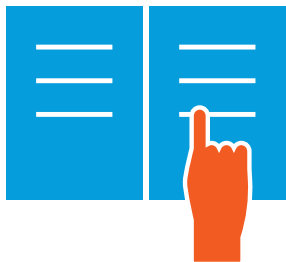
HOW TO USE THE GLOBAL WOMEN'S SAFETY FRAMEWORK
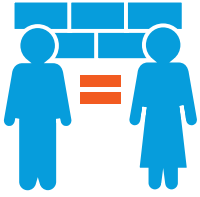
1.1 BACKGROUND, PURPOSE AND AUDIENCE FOR THE GLOBAL WOMEN'S SAFETY FRAMEWORK

Background

There is much written on crime prevention, the prevention of violence against women and girls (VAWG), and women's safety by international experts and organizations which have helped to support multiple stakeholders to implement and advance international norms and standards (See Annex 2: Links to Useful References). While there is increased attention to addressing gender inequality and VAWG in global supply chains[1], it can be said that action is often limited to activity-driven initiatives (e.g. awareness-raising sessions and training for workers, vocational skills training for youth, etc.) without consideration of how these efforts could contribute to an integrated and transformative approach to end VAWG in agricultural value chains, underlined by a clear theory of change (TOC).

Sexual harassment (SH), and other forms of VAWG in urban and rural areas may not be recognized as violence by men and boys, and by some women, including in workplaces and public spaces, and perceived as a "normal" part of everyday life.

Discriminatory attitudes and behaviours that perpetuate gender stereotypes and inequality also act as a barrier to the recognition, prevention and adequate response to VAWG. In countries where there are laws and policies on workplace violence they may not be consistently implemented, or effectively enforced. The lack of a holistic approach to prevent and respond to VAWG has also in some contexts been affected by low or poor cooperation among different stakeholders (e.g. government authorities, grassroots women, youth, and other community groups, non-governmental organizations (NGOs), the private sector, media, etc.) to design and implement women's safety action. Some individuals and companies may also share that they may be hesitant to work with partners on these issues.

Since 2011, UN Women, with local and national authorities, grassroots women and women's rights organizations, the private sector, United Nations agencies and donor partners have been implementing a Global Framework on Safe Cities and Safe Public Spaces (SC/SPS) in cities.

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[1] ILO -ITC (2017) Gender-based violence in global supply chains: Resource Kit, IDH (2017) Common Training Manual: Addressing Gender Based Violence in the Kenyan Tea Industry.

This includes comprehensive programmes in over 25 countries, spanning 35 cities aimed at preventing and responding to SH against women and girls in public spaces and other forms of VAWG, including in public work settings (e.g. markets, transport, industrial parks, etc.). These country-led programmes underlined by a TOC are guided by principles and adapt practical tools in UN Women's SC/SPS Global Initiative, the United Nations Prevention Framework on Prevention of Violence against Women[2], and the United Nations Essential Services Package for Women and Girls Subject to Violence[3].

Since September 2016, UN Women has been working to strengthen the Unilever Tea Kenya (UTK) *Women, Girls' and Boys' Safety Programme* piloted in five estates in Kericho and Bomet counties in Kenya. The UTK programme began in 2014 and aims to prevent and respond to intimate partner violence (IPV) and SH in tea gardens and public spaces. Interventions have been developed to reach women workers, smallholder farmers, and boys and girls living and going to school in the tea estates. Since January 2017, UN Women, in collaboration with Unilever, is also working with a large tea producer in Assam, India, to develop and implement a first-ever prevention programme focused on IPV and SH against women in tea gardens and in public spaces. The programme is being piloted in six estates in the Udalguri district of Assam.

The collaboration of UN Women with Unilever and work with a range of producers in partnership with government authorities, tea associations, and women, youth and community groups in these initiatives in the tea sector has provided an opportunity to adapt the SC/SPS Global Initiative in agricultural value chains in rural settings, beginning with the tea sector, in the development and launch of the *Global Women's Safety Framework in Rural Spaces: Informed by Experience in the Tea Sector* (herein referred to as the GWSF).

Given Unilever's contribution to development in global value chains, and its strong position in the tea value chain, as one of the largest purchasers of black tea in the world, there is great opportunity to further leverage partnerships to help build the GWSF to scale in the tea sector with additional producers and in other commodity sectors over time.

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

[2] Available at: https://www.ohchr.org/Documents/Issues/Women/WRGS/PreventionFrameworkNov2015.pdf
[3] Available at: http://www.unwomen.org/en/digital-library/publications/2015/12/essential-services-package-for-women-and-girls-subject-to-violence

Purpose and Audience of the GWSF

The GWSF is aimed at tea producers working in partnership with other stakeholders on women's safety issues to:

- **Better understand** what VAWG is, what are the factors contributing to and protecting against it, and how VAWG impacts women, communities and businesses.

- **Learn** about the four GWSF action areas and the key principles that underline effective women's and girls' safety action in these areas.

- **Identify** different contributions that: 1) producers; 2) government; and 3) women, youth and community groups can make to end VAWG.

- **Access** tools and practices to prevent and respond to SH and other forms of VAWG to help guide action tailored to local and country contexts.

- **Learn** about and **adapt** key terms and concepts used in this area.

- Explain key terms and concepts used in this area.

Estate managers, welfare officers, investigation officers, single proprietors/smallholder farmers, human resources, health and school staff, and women and youth groups in estates, including small and medium size businesses can draw on the GWSF for ideas and inspiration. This will help to strengthen and accelerate women's safety action, and develop value-added partnerships with those working on similar issues.

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1.2 WHAT IS VIOLENCE AGAINST WOMEN? WHERE DOES IT HAPPEN? AND WHY?

Violence against women (VAW) is any act of gender-based violence (GBV) that results in or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life[4]. VAWG is a violation of human rights, an abuse of power and a major barrier to achieving decent and dignified work.

Women and girls experience and fear various types of SH and other forms of violence in developed and developing countries, from unwanted sexual remarks and groping, to rape and femicide, whether on streets or public transport, in parks, on the way to schools and in and around workplaces including in tea growing areas, in public sanitation facilities, at water and food distribution sites, at home, or in their own neighborhoods.

While women and girls of all social and economic strata experience and fear violence, women and girls living in poverty or belonging to socially excluded or stigmatized groups (indigenous, migrants, those living with disability or HIV/AIDS, displaced persons, etc.) may be more likely to experience violence, especially because of experiences of discrimination, inequality, and limited access to information, services, resources and justice.

The issue of limited access to quality essential services must also be seen when working in the context of rural and remote settings. While unique in geographic location, these communities often share a number of common characteristics, including their small size (in terms of population), market and labour supply, their physical isolation from other, and particularly larger urban centres, their lack of economic diversification, a weak and declining economic base and limited employment opportunities, high production and servicing costs, and a limited range of public and private services.

Based on the data available, IPV and non-partner sexual violence are among the most prevalent forms of VAWG globally. These forms of violence have serious consequences for women and their children, as well as for communities, workplaces, and countries. While there remains much to be learned, knowledge and practice relating to these forms are more advanced relative to other forms of VAWG. For these reasons, the GWSF draws from research and practice in addressing these forms of VAWG. However, many of the general principles and approaches, identified (See Section 2) may also apply to other forms of violence and harmful practices against women, since many of these forms of violence are interrelated and may share common risk factors.

[4] United Nations, 1993.
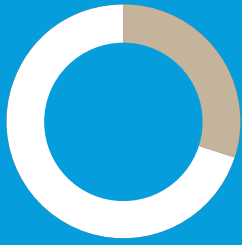
30%

In Haiti, Jordan and Nicaragua, at least 30 percent of workers said that sexual harassment was a concern in their factory.[5]

In a study conducted on cut flowers, in which 62 farms were sampled in Ethiopia, Kenya, Uganda, and United Republic of Tanzania, many women workers said they had experienced harassment on farms, or knew someone who had experienced this form of violence.[6]

In Sri Lanka, women in the export tea and rubber industry said they experienced many forms of sexual violence, from unwelcome verbal remarks to attempted rape.[7]
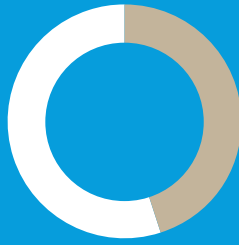
45%

In Kenya, according to the 2014 Demographic Health Survey, almost half (45 percent) of women aged 15 to 49 have ever experienced physical violence since age 15.[8]

35% =

35 per cent of women worldwide have experienced either physical and/or sexual IPV or non- partner sexual assault.[10]

2/3 =

In India, more than two thirds of young men, women and adolescent girls feel that rural village public spaces are unsafe for women after dark.[11]
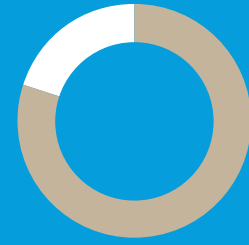
80%

In the United States, 80 percent of women farmworkers said that they have experienced some form of sexual violence on the job.[9]

"My husband beats me with his hands, feet and whatever he finds in the house. He abandoned me. I went back to my parent's house but had to come back for my children. I have eight children. At that time, they were very young. Since then I have been living with my alcoholic and abusive husband."

(Woman Tea Worker, Assam)

"Sexual harassment is a serious problem because some men supervisors want you to go beyond your work obligations and satisfy their sexual needs, and if you don't do that they fake other charges against you or give you too much work or allocate you lonely or dangerous plucking zones."

(Woman Tea Worker, Kenya)

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[5] Tufts University Study in International Labour Organization (2018b), p.17.

[6] Wijayatileke and Zackaria (2001).

[7] Cited in Jacobs *et al.* (2015), and Mlynska, *et al.* (2015).

[8] Kenya 2014 Demographic Health Survey (DHS).

[9] Waugh (2010).

[10] World Health Organization (WHO) (2013).

[11] International Development Research Centre (IDRC), 2018 kNOw Fear: Making Rural Public Spaces Safe for Women and Girls pilot.

Why does it happen?

What are some of the known factors that place women and girls at risk of GBV?	What are some of the known factors which make it less likely women and girls will experience violence?
• Witnessing or experiencing abuse as a child; • Substance (including alcohol) abuse; • Low levels of education; • Limited economic opportunities, the presence of economic, educational and employment disparities between men and women in an intimate relationship; • Conflict and tension within an intimate partner relationship or marriage; • Women's insecure access to and control over property and land rights; • Male control over decision-making and assets; • Attitudes and practices that reinforce female subordination and tolerate male violence (e.g. dowry, bride price, child marriage); • Lack of safe spaces for women and girls (survivors, and women to collectively organise for their rights); • Normalized use of violence within the family or society to address conflict; • A limited legislative and policy framework for preventing and responding to violence; • Lack of punishment (impunity) for perpetrators of violence; • Low levels of awareness among service providers, law enforcement and judicial and other actors.	• Social norms that promote gender equality; • Completion of secondary education for girls (and boys); • Delaying the age at which girls marry to 18; • Women's economic autonomy and access to skills training, credit and employment; • Quality response services (judicial, security/protection, social and medical) staffed with knowledgeable, skilled and trained personnel; • Availability of safe spaces or shelters; • Access to support groups.

The social and economic costs of violence against women are substantial

The global cost of VAW (public, private and social) is estimated at approximately 2 percent of global gross domestic product (GDP), or USD$1.5 trillion. It is estimated that by advancing gender equality across public, private and social spheres, $12 trillion could be added to global GDP by 2025. Advancing gender equality is one of the most important ways in which VAWG can be reduced.

Studies on domestic violence have shown that it contributes to lost economic output and productivity, increased sick leave, and lost jobs. It can result in anxiety, depression and feelings of powerlessness, humiliation, and loss of self-esteem, work motivation, performance and ultimately attachment to the workplace among women.

According to the *Assam Human Development Report* (2014), the Gender Inequality Index is 0.375, suggesting that the existing gender disparity ensures that the State faces an approximate loss of 37 percent of potential human development, leading to high social and economic costs. Gender inequality in the spheres of education, health, employment, wage, labour force participation and other development indicators is leading to a slowdown of growth in the State of Assam.[12]

In Peru, companies lose more than $6.7 billion a year as a result of absenteeism, staff turnover and lost productivity resulting from domestic violence at work, the equivalent of 3.7 percent of GDP.[13]

The global cost of violence against women is estimated to be US$1.5 trillion.

Businesses increasingly recognize their role in promoting human rights and in the implementation of global agreements and principles

The United Nations Guiding Principles on Business and Human Rights was issued in June 2011 as the first global framework to address the business impact on all human rights, and outlines the roles and responsibilities of businesses and governments for combatting risks to human rights related to business activities.

In 2015, the Sustainable Development Goals (SDGs) were adopted and recognize the critical importance of partnerships among governments, business and civil society to implement human rights-based approaches. Gender equality is also recognized as both an enabler and accelerator for all SDGs. Given multiple challenges that governments and businesses may face in rural and urban areas in relation to poor infrastructure, violence, unemployment or skill shortages in some sectors, increasingly they are looking for integrated approaches that can assist them in implementing multiple SDGs.

The GWSF provides a resource to producers and their partners looking to do just this, with its explicit focus on SDG 4: Quality Education; SDG 5: Gender Equality; SDG 8: Decent Work and Economic Growth; SDG 11: Sustainable Cities and Communities; SDG 16: Peace, Justice and Strong Institutions; and SDG 17: Partnerships for the Goals.

| 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 11 SUSTAINABLE CITIES AND COMMUNITIES | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |

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[12] United Nations Development Programme (UNDP) 2014.

[13] Vara-Horna, A., (2014).

Violence against women is a violation of human rights with great impact on victims/survivors and their families. Businesses must stand with others to support violence-free families and workplaces

Fear and experience of VAWG reduces women's and girls' freedom of movement, denying them the same opportunities and right to cities and rural communities that men and boys enjoy. It reduces their ability to participate in school, in formal or informal employment, and in public life. It limits their access to essential services, and enjoyment of cultural and recreational opportunities. It also negatively impacts their health and well-being.

In Kenya, the costs of GBV on survivors and their families is very high. The average cost in USD of medical-related expenses per survivor and family amounted to $ 164.64. The productivity loss from serious injuries amounted to $ 2,234.76 and the productivity losses from serious injuries were estimated at $250 million, and from minor injuries at $80 million.[14]

In a study in Mexico, some women workers said that if they denied supervisors' advances, they would be refused a bus ride to the farm, leaving them unable to get to work.[15]

Women who experience violence may feel anxious, distracted, stigma, and may need to take time off from work to attend court, or seek medical attention or other support available to them. Abusive partners may also come to the workplace, putting the woman and other employees at risk.

Businesses must stand with others to support violence-free families and workplaces.

Creating a safe and empowering workplace and addressing GBV is critical for companies to function and prosper

Addressing GBV can assist companies to:

• Contribute to the health and well-being of workers, with increased productivity.

• Strengthen their effective implementation of policies and legislation.

• Retain and attract women workers and consumers.

• Unlock opportunities for women's economic empowerment, and investments in communities.

• Strengthen implementation of principles in certifications related to labour conditions and worker's rights.

• Enhance performance/ productivity and reduce sick leaves and absenteeism of staff and workers.

Creating a safe and empowering workplace is critical for companies to function and prosper.

"Addressing sexual harassment and other forms of violence against women is critical to our tea operations, and many sectors in global supply chains."

Tea Producer in Assam

[14] National Gender and Equality Commission (2016)

[15] Arellano (2014) in Henry, C. and J. Adams. 2018. Spotlight on sexual violence and harassment in commercial agriculture: Lower and middle income countries. Working Paper. No. 31. Rome: ILO.

1.4 HOW TO USE THE GLOBAL WOMEN'S SAFETY FRAMEWORK
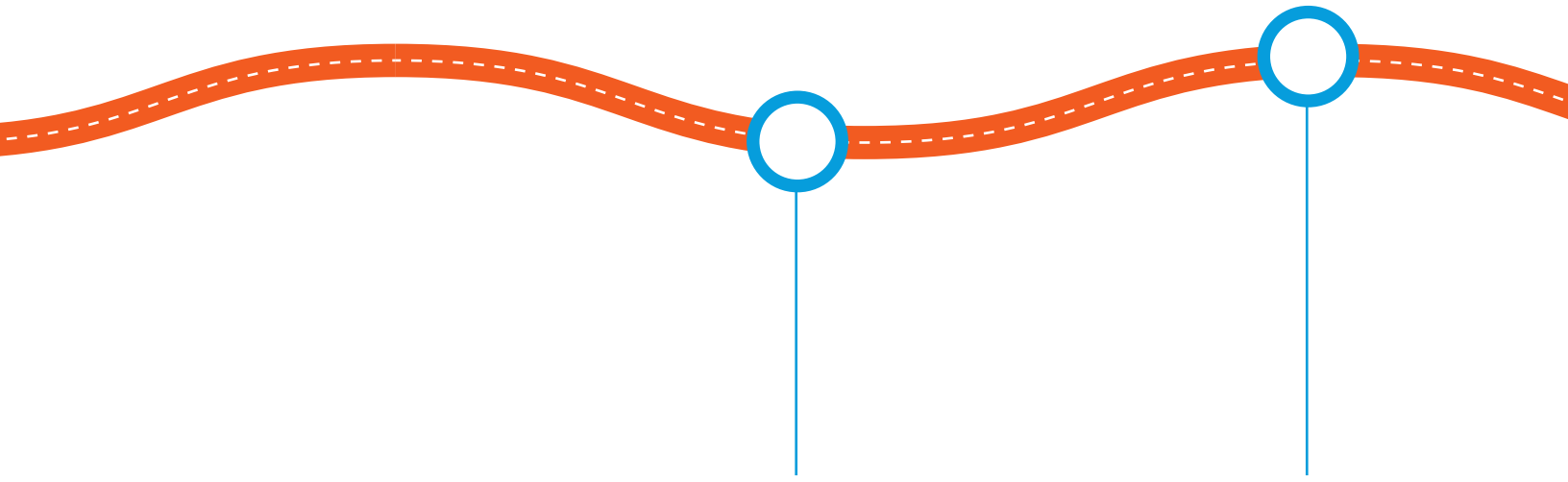
Familiarize
yourself with WHAT, WHERE, and WHY VAWG

Review
the theory of change (TOC), the four areas of action, and key principles that underline effective women's safety action
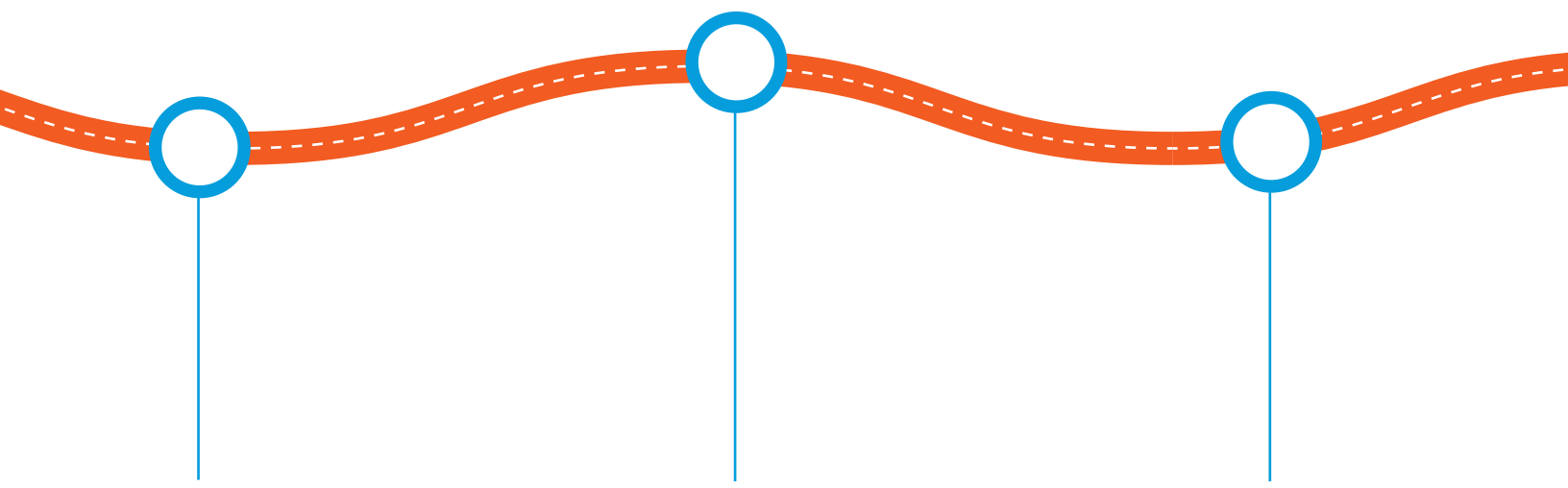
Learn about

what can be done in the four main areas of action, the roles and responsibilities of different partners, and good practices and tools

Consider where to get started

after finishing the check-in tool, and reviewing the scenario that relates to your experience

Continue your journey

in advancing the adaptation and implementation of the GWSF by consulting the additional Practical Guidance that accompanies the GWSF (forthcoming, March 2019).

2. THE GLOBAL FRAMEWORK ON WOMEN'S SAFETY IN RURAL SPACES: INFORMED BY EXPERIENCE IN THE TEA SECTOR

2.1 OVERVIEW OF THE PROGRAMME

THEORY OF CHANGE

Goal Statement: Women and girls are socially, economically and politically empowered in rural spaces which are free from sexual harassment and other forms of violence.

Link to explicit indicators of SDGs:

Goal 5 (Gender Equality)*

Goal 11 (Sustainable Cities and Communities)**

Outcome Areas of Action	Locally owned womens safety solutions identified	Laws and policies in place and implemented	Safety and economic viability of spaces	Social norms, attitudes and behaviour that promote women and girls rights in rural spaces
Outputs	Capacity of partners enhanced to end VAWG Multi-stakeholder partnerships established Local data and action plan in place	Capacity and engagement of partners on legislation and policy on SH and other forms of VAW enhanced Policies adopted and implemented to prevent and respond to SH and other forms of VAW based on evidence and good practice with accompanying financing, and oversight mechanisms	Capacity of women workers and smallholder farmers and management on gender planning enhanced Gender-responsive plans, inclusive of women's and youth economic empowerment initiatives and other measures in place and implemented, with accompanying financing and oversight mechanisms	Community mobilized in favour of respectful relationships, gender equality and safety in public spaces Transformative initiatives developed and integrated into formal and non-formal education and media messaging
Inputs	Time and expertise of researchers at local and programme levels to collect data and conduct evaluation Time and expertise of specialists to deliver technical support (for identified interventions) Resources for identified interventions at local level, human resources (e.g. welfare officer, investigation officer, implementing partners selected by partners when feasible)			

* Proportion of ever-partnered women and girls aged 15+ subjected to physical and/or sexual violence by a current or former intimate partner, in the last 12 months; Proportion of women and girls aged 15+ subjected to sexual violence by persons other than an intimate partner, since age 15 (Proportion of women and girls subjected to sexual violence by persons other than an intimate partner, since age 15 (in public spaces, sites of intervention).

** Target 7 (proxy): Proportion of women and girls subjected to sexual harassment in public spaces, sites of intervention, in the last 12 months.

The GWSF is based on a TOC approach that is needed to develop solutions to complex problems. It identifies the theory of a programme and the range of action needed to achieve the desired GWSF TOC goal: **All women and girls are socially, economically and politically empowered in rural spaces that are free from SH and other forms of violence.**

There are four main areas of action informed by global evidence that form part of a **holistic approach** to prevent and respond to SH and other forms of VAWG in workplaces and public spaces.

These include:

Outcome 1: Locally owned women's safety solutions identified

This action area focuses on building local ownership of women's safety action. Producers may wish to look within the company to take stock of what is being done to address women and girls' safety, identify gaps, and seek trusted partner (s) when possible to assist in strengthening their approach to prevent GBV.

In developing a locally owned approach, it will be important to create over time multi-stakeholder partnerships with women beneficiaries/agents of change. Each partner may have something to contribute to women's safety within their area of influence.

Collecting data to better understand the nature and extent of the problem of SH and other forms of VAWG on estates and outgrower farms and considering promising and good practices will help producers and their partners identify solutions to SH and other forms of VAWG.

It is important to name the problem. For example, that "SH is unwelcome sexual conduct which can range from gestures to groping to rape."[16] A scoping study can lead to a deeper understanding of the local forms of VAWG and the context in which it occurs both on and off the tea estates in rural areas.

Programme design session(s) can engage producers with other key stakeholders (e.g. government authorities, women's rights groups and NGOs, faith leaders, schools, the police, and local businesses) to discuss and validate the findings of the scoping study. This helps to ensure initiatives are informed by evidence, and fosters shared accountability - where everyone feels they have a stake in changed culture.

Single proprietors of farms may consider engaging with trusted networks and/or lead companies in the supply chain for inclusion in multi-site studies or programme initiatives. **Furthermore, they will need to decide what areas of the framework and activities they can begin to adapt on their own, and those they would need to engage partners on as part of an incremental approach.**

Outcome 2: Laws and policies to prevent and respond to sexual harassment and other forms of VAWG are in place and implemented

This action area focuses on assessing and enhancing the capacity of local partners to ensure that comprehensive legislation and policies to prevent and respond to VAWG are developed, and effectively implemented- a key role of national and local authorities.

[16] UN Women (2018), p.29

It also includes strengthening the capacity of service providers and institutions, and tea sector management in the development and implementation of specific policies on SH, as this may sometimes be covered under code of conduct or safety policies. It may mean reviewing the effectiveness of what is in place to bring about change. For example, measures that are in place to: increase reporting, ensure victims/survivors are aware of their rights, ensure prompt and appropriate responses to reports of SH and other forms of VAWG, how many reports may have gone to investigation, and what happened as a result of the investigation, etc.).

It may also require looking at how SH and ending other forms of VAWG can be integrated in other training and awareness initiatives in tea estates, and those initiatives that reach smallholder farmers.

Outcome 3: Safety and economic viability of spaces enhanced

This action area focuses on transformative activities in workplace settings that are responsive to the needs of women and girls, and men and boys.

It includes interventions focused on women's leadership, ensuring diversity in senior positions and creating a culture in which women are treated as equals, and there is respect between colleagues.

It includes a focus on economic development, by creating economic opportunities for women and youth to protect against the risk of victimization, and ensure that women can exit violent relationships.

It also includes action designed to enhance the capacity of government authorities in

rural spaces, and producers who manage tea plantations to be more responsive to gender in their planning. For example, providing opportunities to include women's and girls' knowledge, expertise and recommendations of safety measures in the upgrading of infrastructure on estates, or in the design and construction of new housing lines. Practical measures can be put in place such as: better lighting, safe and accessible public transportation, sanitation and hygiene, improvements in housing areas, and vocational skills training of women and youth.

Outcome 4: Social Norms, attitudes and behaviour that promote women and girls' rights in rural spaces

SH and other forms of GBV are based on deep-rooted social norms and practices that devalue women and their contributions and skills. There is extensive evidence at the international level to demonstrate that VAWG can only be addressed through a gender equality framework that addresses social norms and unequal and stereotypical gender roles and relations. This action area focuses on changing social norms, attitudes and behaviour to promote women's and girls' rights to enjoy rural spaces free from violence. It includes activities that engage girls and boys and other influential champions/leaders in transformative activities in schools, and other settings that promote respectful gender relationships, gender equality and safety in rural spaces.[17]

County governments working in partnership with NGOs and other partners in rural spaces may be well placed to support community mobilization and specific VAWG prevention programming.

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[17] Adapted from UN Prevention Framework.

2.2 PRINCIPLES THAT UNDERLIE EFFECTIVE WOMEN'S SAFETY ACTION

A brief description is provided on the main principles that underlie effective comprehensive approaches to prevent and respond to SH and other forms of GBV in the tea sector.

1. A rights-based and evidence-based approach

A human rights-based approach is one of the main principles of the SDGs and recognizes that States have a primary responsibility to respect, protect, and fulfill the rights of women and girls. VAWG is a violation of women and girls' human rights, particularly her right to a life free from fear and violence, freedom of movement, safe housing, and securing rights to enjoy and use public spaces.

Policies and action should prioritize the safety and well-being of all women and girls, and treat them with dignity, respect and sensitivity. This approach also calls for the highest attainable standards of health, social, justice and policing services that are of good quality, available, accessible, and acceptable to women and girls. Policies and action should be based on a broad foundation knowledge given the different causes of VAWG, and on promising and proven practices.

"For business, the most powerful contribution to sustainable development is to embed respect for human rights across their value chains... Business respect for human rights is not a choice, it is a responsibility."

(UN Working Group on Business and Human Rights)

2. Advancing gender equality and women's empowerment

Gender inequality and discrimination, as both a cause and a consequence of VAWG, requires policies and practices that respond to the needs of women and men and promote women's participation in all processes. Women and girls are entitled to make their own decisions and to participate as agents of change in safety initiatives. Women's expanded access to participate in spaces free of violence can help transform social norms about women's roles and enhance their contributions to work life, cities, and rural communities.

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3. Culturally and age appropriate and sensitive to circumstances and experiences

Interventions must be culturally and age appropriate and sensitive that respond to the individual circumstances and life experiences of women and girls. This means taking into account their age, identity, culture, sexual orientation, gender identity, ethnicity and language preferences. This is also in line with another main principle of the SDGs: Leave No One Behind (LNOB). Interventions must respond appropriately to women and girls who face multiple forms of discrimination - not only because she is a woman, but also because of her race, ethnicity, caste, sexual orientation, religion, disability, marital status, occupation or other characteristics – or because she has been subjected to violence. It is also increasingly recognized that strategic and effective prevention of violence requires the involvement of children and young people throughout different stages of the process, from diagnosis of the problem to programme design and implementation, monitoring action, evaluating services for young people, campaigning, and evaluation.[18]

[18] ICPC (2008)

4. Survivor-centered approach

The survivor-centered approach is based on a set of principles and skills designed to guide individuals in engaging with women and girls who have experienced sexual or other forms of violence. Victim/survivor-centred approaches place the rights, needs and desires of women and girls as the centre of focus in service delivery. This requires consideration of the multiple needs of victims and survivors and can ensure that services are tailored to and respond to the wishes of all woman and girls.

5. Cooperation/partnerships

Cooperation and partnerships should be an integral part of effective prevention, given the wide-ranging nature of the causes of crime and violence and the skills and responsibilities required to address them.[19] This includes partnerships working across government departments and among different levels of government (national, local and regional), and working with community organizations and NGOs, different divisions in the tea sector (social impact, environment sustainability, human resources), grassroots women, and other community members.

6. Perpetrator accountability

It is important to communicate clearly that violence is not acceptable, that it is a form of misconduct, and that perpetrators will be held accountable for their actions. This includes ensuring a detailed and fair independent investigation, setting out informal and formal disciplinary procedures, taking account of the severity of the violence, the law, and the wishes of all victims/survivors. Disciplinary action should be proportional to the severity of harassment and other forms of violence and be implemented in a consistent way, helping to foster trust and confidence in the reporting process. In serious cases and depending on the provisions of the criminal and civil law code, a case may need to be reported to the police, and with the victim's consent to take appropriate criminal or civil law action. It is also important that support be given to help women victim/survivors in the justice process.

[19] Adapted from Guidelines for the Prevention of Crime, Economic' and Social Council resolution 2002/13, Annex

2.3 GWSF STRATEGIC AREAS OF ACTION. WHAT CAN BE DONE? BY WHOM? HOW CAN IT BE MEASURED? WHAT ARE SOME PRACTICES AND TOOLS?

In reviewing the GWSF action areas on the next page, it is important to note that the last three outcome areas are not implemented chronologically, since activities undertaken in the first outcome area (e.g. local assessment undertaken, design process, etc.) by a producer in their journey on women's safety will greatly assist them and their partners to identify where and when to focus in those areas.

Not all action areas are undertaken at the same time, as this will depend on strong leadership, level of resources allocated over time, and the support and engagement of partners working within their area of influence to contribute to the expected results of the initiative.

As part of their journey, producers will need to identify entry points to strengthen their work on women and girls' safety and determine the scope and scale of their interventions as part of the design process.

A list of partners with complementary expertise on VAWG, gender and/or working on issues related to improving the quality of life of women and girls in the tea sector is included in Annex 3.

Outcome 1
Locally owned women's safety solutions identified

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
1.1 **Capacity of partners enhanced to end VAWG**	**Producers** • Support training or other capacity-strengthening initiatives to raise awareness on SH and other forms of GBV on and/or off tea estates. • Training should be conducted in person, interactive, and tailored to context. It should last several hours, and regularly be repeated. • Document all training/awareness-raising initiatives according to topic, name, organization, and title of the session (strong monitoring of key performance indicators -KPIs). **Government authorities** • Implement training and other capacity-strengthening measures on key principles of strategic and effective approaches on EVAWG in public and private spaces. • Training should be conducted in person, interactive, and tailored to context. It should last several hours, and regularly be repeated. • Document all training/awareness-raising initiatives according to topic, name, organization, and title of session. **Women's, Youth, Tea associations, and other Community Groups** • Participate in an awareness-raising and training session (s) on evidence-based approaches to prevent and respond to VAWG. This is an important step given the normalization of VAWG and the lack of safe spaces for women to gather and discuss these issues. This will help to ensure that women's voices are heard, and that they are able to participate in the design of safety interventions.	**Producers can partner with:** Local expert organizations and NGOs specialized in women's and children's rights, United Nations agencies or other partners.	Capacity enhancement activities (training, workshops) for women's youth, and community groups on evidence-based approaches to prevent and respond to VAWG, that are informed by the local evidence and by international good practice are conducted.
Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
1.2 **Multi-stakeholder partnerships established**	**Producers** • Participate in/ or set up a steering committee on women's safety in the tea garden. • Participate in and/or support existing networks or the set-up of platforms in the village or nearby city on gender and EVAWG. This can provide access to good practices, and may help to leverage partnerships of support. **Government authorities** • Establish and co-chair a steering committee on women's safety in rural spaces, and ensure wide participation of different government authorities, producers and local businesses, women's groups, and United Nations partners. **Women's organizations, youth, tea associations, and other community groups** • Participate in a steering committee or other community committees or forums on women's safety in rural spaces (on or off the estate).	**Producers can partner with:** Local expert organizations and NGOs specialized in women's and children's rights, United Nations agencies or other partners.	Extent and quality of partnerships and coordination among local partners. Partnerships in place that include women in decision-making positions.

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
1.3 **Local data and action plan in place**	**Producers** • Help support the implementation of a scoping study to increase understanding of the problems in the plantation, include views of women beneficiaries/agents of change, analyze the local context, appraise existing services and map organizations/other producers who are working on similar issues in rural spaces so that linkages can be made. More information on the scoping study can be found in Section 3. of the GWSF. • The scoping study will help partners to make decisions on where to focus resources, where best to leverage partnerships, and what should be taken up in a shared programme or plan of action on women's safety.	**Producers can partner with:** Local expert/ research organizations and NGOs specialized on women's and children's rights, and United Nations partners.	Scoping Study, programme document and baseline study available in the plantation. Scoping Study, programme document and baseline study available in the village. Number of Women's, Youth and Community Groups which participate in the design of plans.
	Government authorities • Help support the implementation of a scoping study to increase understanding of the problems in the village/county, collate views of beneficiaries/agents of change, analyze the local context, map partners who could assist in the women's safety partnership. • The scoping study will help partners to make decisions on where to focus resources, where best to leverage partnerships and what should be taken up in a shared plan of action that is developed on women's safety. • Help support, provide a venue for planning workshops, and participate in the design of a women's safety initiative on and/ or off the estate. • Help support the implementation of a baseline study in selected areas of the village/county including detailed measurement of indicators relevant to the intervention (s) selected in the women's safety initiative at the start of the initiative that will be used to measure change over time.		
	Women's organizations, youth, tea associations, and other community groups • Share knowledge and views on the prevention and response to VAWG in the tea sector (to inform the scoping study, programme design and baseline process), including at the earliest stage so that questions can be well formulated in any study conducted in estates settings. • Lead sessions in a safe space (or in spaces where women may gather already if available) to discuss gender, gender equality and SH and other forms of VAWG with women workers and women smallholder farmers. It is also important to gather views of different groups of women who may more likely experience harassment and other forms of VAWG, and actively involve them in women's safety discussions and programming.		

Outputs 1.1, 1.2, and 1.3 Case Study: Enhancing the safety of women and girls in Unilever Tea Kenya (UTK) Estates

With an approximate 32 percent woman workforce at UTK, safety for women, boys and girls is essential. **Unilever developed a "Safety for Women, Girls and Boys Programme" with the participation of women and men in Unilever Tea Kenya.** The programme helps to equip women with skills in addressing all forms of violence and contributes to the enhancement of worker productivity and reducing absenteeism. **The programme is anchored in four pillars: prevention, detection, response and external engagement**. The prevention pillar is central to the programme, with the following interventions designed in consultation with stakeholders such as workers, managers, youth, school teachers, and students:

- Peer education, a concept that involves building a pool of champions from among workers who can be trained and equipped to engage their peers on a regular basis.

- Training and mentorship on gender and human rights for different target groups, an intervention that has proven to be more effective and sustainable when integrated with the existing employee engagement systems.

- Male engagement/Men as champions, a strategy that has been pivotal in the recognition of the role of men in promoting safe spaces for women and girls.

- Women economic empowerment projects delivered through women leadership initiatives, such as equipping women with leadership skills and provision of day care and breastfeeding centres to enhance women's economic inclusion, and training women on financial literacy, life skills, information and communication technology, and entrepreneurship.

- School programmes such as the Adopt a School Initiative, integrated with existing student engagement systems/programmes in which managers are encouraged to adopt schools to support through mentorship and life skills support.

- Diversity and inclusion workplace programmes targeting women and children with different abilities through modification of physical infrastructure to enhance access and the adoption of empowerment measures Practical approaches within the workplace to support safety and empowerment of women, including rotating jobs, non-discriminatory housing allocation processes, and shift patterns, as well as capacity-building of key stakeholders (e.g. the housing committees and village elders), improved lighting around the estates/communities, and ensuring appropriate representation of women at all levels of decision-making.

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In order to support the key need for a vibrant and robust detection system, the following are needed: Dignity Enhancement Committees that report concerns and review progress on grievances; monitoring of trends and hotspot mapping; and referral mechanisms to ensure that survivors and their families receive adequate clinical and psychosocial support. Social impact assessments mitigate the effects of the disciplinary process on the families of survivors and perpetrators.

Collaboration and partnerships complement existing efforts around addressing GBV, minimize duplication, and advance engagement in national level advocacy and response to emerging GBV incidences. Examples are partnerships with the police, judiciary, children's departments, NGOs, United Nations agencies, and community-based organizations. Building the capacity of the external stakeholders, such as the police, has also helped to drive a shared understanding on safety for women and girls.

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Six key learnings:

1 The strong participation of women and girls in the design, implementation, monitoring and assessment of women's safety action is critical in ensuring a locally owned approach and its success.

2 Male engagement is critical to gender equality work, including men serving as champions of gender equality and prevention of SH.

3 The grievance mechanism should be accessible and engender trust with the community and with the workers. A toll-free hotline that allows for anonymous reporting is necessary as fear of retaliation serves as an impediment to reporting offences and resolution of grievances. Multiple channels for reporting is important.

4 It is important to partner with organizations that provide psychosocial support or to have an internal psychosocial support mechanism for survivors and their families. This is often one of the most neglected areas that requires attention.

5 Physical infrastructure plays a major role in enhancing the dignity and safety of the women and girls (e.g. security lights in villages, provision of sanitary facilities, etc.).

6 Equality in work plans and strategies enhances buy-in and support from business stakeholders, including managers (e.g. SGBV learnings integrated into existing work forums and engagements).

As a result, Unilever sought to strengthen its model through a partnership with UN Women and local women's rights organizations in Kenya.

Source: https://www.unilever.com/Images/kericho-tea-estates-december-2013_tcm244-424953_en.pdf

Gender Empowerment Platform in Kenya: Addressing issues related to GBV in the Kenyan tea industry

Gender Empowerment Platform

To support the tea sector in Kenya to find ways and mechanisms to address SH and GBV issues, IDH-the Sustainable Trade Initiative convened the Gender Empowerment Platform (GEP) in 2016. The GEP joins forces of different tea supply chain players under the vision to become the first tea agricultural supply chain in Kenya that has addressed and has developed solutions to GBV-related issues, by being effective in response but even stronger in prevention.

GEP members & activities

Private sector participants in the GEP include: Unilever Tea Kenya (UTK), James Finlay (Kenya), Sotik Tea Company, Eastern Produce Kenya, and the Kenyan Tea Development Agency. Civil society members include: IDH, ETP, and the Gender Violence Recovery Centre (GVRC). UN Women is a technical advisor to the Platform. The GEP comes together four times per year and members commit to senior leadership involvement at least once a year. During GEP meetings, members exchange experiences on joint activities aimed to reduce SH and GBV in the industry. It provides an opportunity for peer-to-peer learning for companies, as well as facilitating the link between the industry and CSOs working on gender and GBV issues. As convener of the platform, IDH also facilitates cross-sector and cross-country learning, for example with the floral industry and provides funding for field-level projects implemented by company members.

The following GEP activities are ongoing in collaboration with GEP members:

1. Support to the creation of a safe space in Kericho for victims/survivors, linked to service providers to provide medical, judiciary, police and counselling support, in cooperation with GVRC and the county government.

2. Capacity-building at the plantations (community/household level) to address gender and GBV issues in line with the Plantation Roadmap (to be launched Q4 2018). A Training Manual has been developed for tea producers on gender and raising awareness on GBV.

3. Financial literacy training programme for smallholder farmers with a focus on financial decision-making and division of roles and responsibilities within the household.

4. The strength of the GEP is its partnership among tea supply chain members, NGOs, and expert organizations around the universal challenge of GBV.

5. The IDH training manual is available at: https://www.idhsustainabletrade.com/uploaded/2017/04/GBV-Common-Training-Manual_April-2017.pdf"

6. The IDH Gender Toolkit provides case studies largely drawing on IDH projects that demonstrate how gender can be integrated into supply chain approaches. It is available at: https://www.idhsustainabletrade.com/publication/gender-toolkit/

Plantation Community Empowerment Programme: Use of the Community Development Forum[20]

The Ethical Tea Partnership (ETP), along with the support of producer companies, have piloted a Plantation Community Empowerment Programme, where Community Development Forums (CDFs) are established in tea estates to facilitate open dialogue and resolve issues between the tea estate management and the tea community. It is believed that improved relationships have an overall impact on the well-being of the business and the tea community.

The CDFs give all groups from the estate and the local community the opportunity to influence decisions that affect their lives. They bring together workers, management, estate residents, and the wider community to ensure a shared understanding and ownership of the varied challenges faced by the groups represented and to develop a constructive plan to prioritize and resolve these issues. The CDFs are also linked to existing structures on the estates, such as Mothers' Clubs, trade unions, and Fair Trade Committees, to ensure the inclusion of these relevant bodies and maximize the impact and effectiveness of the CDF.

The CDF model was developed in Sri Lanka where 13 CDFs were set up through an initial partnership with CARE Sri Lanka, ETP, and producer companies. The CDFs proved highly successful in tackling issues from work stoppages and low productivity, lack of opportunities for women, alcoholism, ethnic tensions, and domestic financial management. An independent study found that the programme secured a $26 return on investment for every dollar spent, and a 25 percent increase in plucking productivity. The ETP has also piloted CDFs in four estates of Assam, India, with an increased focus on women, youth and other socio-economically disadvantaged groups.

[20] ETP (2017). Helping at the heart of tea communities Sri Lanka. Available at: http://www.ethicalteapartnership.org/wp-content/uploads/Helping-at-the-Heart-of-Tea-Communities-Sri-Lanka.pdf

Outcome 2
Laws and policies in place and implemented

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
2.1 **Capacity and engagement of partners on legislation and policy on SH and other forms of VAW enhanced**	**Producers** • Help support an assessment on the knowledge and skills of women, men and youth on laws and policies to prevent and respond to VAWG. This is important to engage local women and men in prevention efforts and to identify and address barriers to reporting violence, accessing services, advocating for rights, and other areas that can contribute to the normalization of violence. • Help support the implementation of training on key principles of strategic and effective approaches on EVAWG for managers, workers, and smallholder farmers. • Document all training/awareness-raising initiatives according to topic, name, organization, and title of the session as part of monitoring and assessing progress.	**Producers can partner with:** Local expert/ research organizations and NGOs specialized on women's and children's rights, and United Nations partners.	Number of women and men trained, and an attestation of each that s/he participated in the training, and type of skills and knowledge enhanced (pre and post test).
	Government authorities • Conduct an assessment on knowledge and skills of authorities on laws and policies to prevent and respond to VAWG. • Develop a training plan which sets priority groups for training, timing of sessions, etc. • Participate in targeted training that responds to the capacity assessment, and increases awareness of authorities and other partners on VAWG legislation and policy in the community and workplace settings. • Help support an assessment on the knowledge and skills of women, men and youth on laws and policies to prevent and respond to VAWG. • Implement training on key principles and strategic and effective approaches on EVAWG in public and private spaces. • Document all training/awareness-raising initiatives according to topic, name, organization and title of the session.		
	Women's organizations, youth, tea associations, and other community groups • Participate in targeted training that responds to the capacity assessment and increases awareness on VAWG legislation and policy in the community and workplace settings. • Women's organizations, youth and/or other community groups conduct outreach sessions with the wider community of women workers and smallholder farmers on how to advocate for prevention and quality essential services to end VAWG. • Document all training initiatives according to topic, name of organization and title of the trainer, as important for monitoring progress and documenting results. • Develop and disseminate clear messages to raise awareness on the laws and policies on SH and other forms of VAW on and off estates (including use of social media, dance, theatre, songs, and murals at the local level).		

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
2.2 **Policies adopted and implemented to prevent and respond to SH and other forms of VAW based on evidence and good practice with accompanying financing, and oversight mechanisms**	**Producers** • Support an independent review of organizational policies from a gender perspective to understand the linkages with women's safety and ending VAWG. • Develop, update and resource an action plan for the implementation of the SH policy on the estate. • Support an expert-led training session on building trust among stakeholders on issues related to gender and VAWG. • Develop a confidential reporting and grievance/redress mechanism for cases of SH and other forms of VAWG on estates. Ensure multiple reporting avenues, so that victims have options from which to select what works best for them. • Create awareness among workers on confidential reporting and redress/grievance mechanisms in place. • Help to support the establishment of safe accommodation for women and girl survivors. • Provide support for bystander engagement in incidents, including but not only the enabling of immediate safety. • Disseminate community outreach materials (e.g. list of service providers, help lines, etc.) on essential services as appropriate to the local context. **Government authorities** • Support an independent review of government policies from a gender perspective to understand the linkages with ending VAWG. • Support a mapping of available essential services (health, police, justice, social services, shelter). • Develop, update and resource an action plan for the implementation of policies to prevent and respond to SH and other forms of ending VAWG. • Establish and or strengthen safe accommodation for women and girl survivors (temporary). • Provide and strengthen existing essential services (health, police, justice, social services, shelter and coordination of services) for women and girls survivors of violence. • Disseminate community outreach materials (list of service providers, help lines, etc.) on essential services as appropriate to the local context.	**Producers can partner with:** United Nations entities with local expert organizations and NGOs specialized on women's and children's rights.	Number of women and men authorities, and service providers trained on legislation and policies. Number of organizational plans developed or strengthened with the support of partners that are gender-responsive and address intimate partner violence. Number of organizational plans developed or strengthened with the support of partners that address SH against women and girls in workspaces and public spaces.

Output 2.1 Case Study:
Organizing Women Tea Estate Workers in Assam to End Sexual Violence

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> "Since joining the Jugnoo club, I have become brave"
>
> (Tea worker, Assam, India)

The need for a separate group for women that worked on issues of gender-based discrimination and violence was one of the main recommendations women workers who were invited to participate in a programme design workshop to inform the development of a Women's Safety Programme in Assam. This programme involves a partnership with UN Women, McLeod Russel, Unilever, the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), women's rights NGOs, and other partners.

In November 2017, women tea pluckers and factory workers, with support from UN Women, organized themselves into collectives known as the Jugnoo clubs. Jugnoo translates as "Fireflies," indicative of the role that women play in transforming the lives of women and symbolizing their own journey of empowerment.

The clubs operate in six tea estates in Assam and currently have a membership of approximately 64 women tea estate workers. The process considered representation of women who were differently positioned in society including those women with varied ethnic and social identities or religions, disabilities, or any other characteristic intrinsically linked to exclusion or discrimination in society. This approach helped in understanding how women's lived experiences of violence were further heightened by intersectional identities, manifesting into experiences of individual and structural violence.

The selection also established representation from each worker colony of the plantation to ensure that a Jugnoo club member would be the first point of help for a woman in distress in a colony.

> "After joining the Jugnoo club, I am respected in my household and community. Women who never spoke about violence in their lives are now coming to the Jugnoo club and sharing their experiences. Women are speaking about violence experienced by their daughters"
>
> (Woman Jugnoo club member, Assam)

UN Women strengthened the leadership of Jugnoo club members and built their capacities to understand issues of patriarchy, power, GBV, and laws and policies to address those issues. A "Train the Trainer" model was adopted wherein the trained Jugnoo members would impart their learnings to other workers, and community stakeholders. Jugnoo Clubs provide a safe space for women and girls to share their experiences and concerns and work to strategize for collective voice and action to prevent SH and other forms of VAWG at home, at work and in public spaces.

> "Earlier our supervisors used to mistreat us using foul and sexist language. But after the formation of the Jugnoo club, male workers became more aware of how they behave and the impact of their behaviour. We observe a change in the behaviour and language of our supervisors. I can see an improvement in my overall status and decision-making. If I experience any harassment, I have the confidence to say something. I no longer fear raising my voice against these issues."
>
> (Jugnoo club member, Assam)

The Role of workplace Internal Committees in India[21]

Workplace Internal Committees (ICs) on sexual harassment (SH) are required in India by the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (which includes transport provided by the employer). This requires that ICs will have as its Presiding Officer a senior woman employee, and an external member from an NGO or association 'committed to the cause of women or a person familiar with the issues relating to SH. At least half of the members of ICs have to be female.

In some workplaces, ICs have begun to play an important role in enabling new groups of workers to be trained and know their rights, and for managers to see that preventing violence and SH can bring benefits to the factory. In many cases, the Committees have proved to be an important early step towards giving workers some voice and suggesting solutions to organizational issues. However, it is important that the committees are open to scrutiny if they are to function effectively and not create further problems for complainants. Since taking on the additional responsibility of participating in anti-harassment committees, an increasing number of women have been promoted to supervisory roles. There have been other effects as well, as the establishment of a committee can also be a first step for trade unions to play a role in the workplace. One Indian factory owner believed that the establishment of an IC had positive effects in the workplace.

Manual on Improving the Working Conditions in the Cut Flower Industry

The Manual on "Improving the Working Conditions in the Cut Flower Industry" was produced by the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Association makes several suggestions for training on how to address SH on flower farms. These include:

- Companies should adopt a declaration that SH is strictly prohibited;
- They should further define the meaning of SH;
- A clear procedure for reporting SH cases should be put into place and a contact person designated.; and
- Establish women's committees and clearly define their roles.

All workers should have an employment contract, thus giving job security and making them less vulnerable to SH. The employment contract should clearly spell out penalties for SH, and these should include dismissing the perpetrator.

[21] Cited in Morris & Pillinger (2016)
Source: ILO/ITC toolkit

Outcome 3
Safety and economic viability of spaces

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
3.1 **Capacity of women workers and smallholder farmers and management on gender planning enhanced.**	**Producers** • Conduct a training needs assessment of managers and workers. • Support a training session that responds to the needs assessment. • Document all training initiatives according to topic, name, organization, and title of the trainer (strong monitoring of KPIs). • Engage local expertise to review and/or develop organization plans and policies that are responsive to all women, youth and children in the estates. **Government authorities** • Conduct a training needs assessment • Conduct a targeted training session that responds to the needs assessment • Document all training initiatives according to topic, name, organization and title of the trainer • Engage partners to review and/or develop organization plans and policies that are responsive to all women, youth and children **Women's organizations, youth, tea associations, and other community groups** • Participate in targeted training session (s) that responds to the needs assessment • Participate in consultation session, women's safety audit, or other measure to inform planning on and off the estate.	**Producers can partner with:** Local expert organizations and NGOs specialized on women's and children's rights, United Nations entities, and other partners.	Number of women and men trained, and an attestation of each group member that s/he participated in the training, and skills and knowledge enhanced. Capacity development training for local authorities, service providers to develop and implement gender inclusive public infrastructure/ economic development plans including component of women's economic empowerment in public spaces, are conducted in the sites of intervention. Capacity development training for women's and community groups in gender-inclusive site-planning, monitoring, and income generation strategies, in the sites of intervention are conducted.

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
3.2 **Gender-responsive plans, inclusive of women's and youth economic empowerment initiatives, and other measures in place and implemented, with accompanying financing and oversight mechanisms.**	**Producers** • Create and/or strengthen spaces for women workers, women smallholder farmers, and girls to meet, discuss and input into safety initiatives on and off the estate. • Support informal or formal mentoring programmes for women and youth. • Help to support microfinance, vocational skills/soft skills training, and job placement, each combined with gender equality training. • Support strategies and skills development training that help smallholder farmers diversify their farms as part of women's economic empowerment. • Support awareness-raising sessions on ending VAWG and other quality of life issues on the estates following the Train the Trainer (ToT) approach on and off the estate. For example, support sessions can be held on: safe housing, SH in work spaces and public spaces, safe public toilets, violence prevention and water, sanitation and hygiene (WASH), safety of domestic workers, safe mobility etc., as part of gender-responsive planning and the use of participatory theatre, market days, or festivals.	**Producers can partner with:** Local expert organizations on women's and children's rights, United Nations agencies and other partners, for technical accompaniment.	Local development plans that are gender sensitive, informed by women's safety audits or other gender tools, and inclusive of women's economic empowerment component are in place.
	Government authorities • Implement consultative, participatory processes in planning, budgeting processes with women, men, girls and boys. • Create and/or strengthen opportunities for women in local economic development. • Support informal or formal mentoring programmes for women and youth. • Support microfinance, vocational skills/soft skills training, and job placement, each combined with gender equality training. • Support strategies and skills development training that help smallholder armeria diversify their farms as part of women's economic empowerment. • Conduct and partner with women's, community and youth organizations to implement awareness-raising sessions on ending VAWG and other quality of life issues in the village following the ToT approach. For example, conduct training on: safe housing, SH in work spaces and public spaces, safe public toilets, violence prevention and WASH, safety of domestic workers, and safe mobility, etc., as part of gender-responsive planning, and using participatory theatre, market days, and/or festivals. • Support the establishment of a monitoring mechanism of interventions in place that form part of an integrated sustainability plan.	United Nations agencies that offer technical support and can convene implementation partners.	

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
3.2 **Gender-responsive plans, inclusive of women's and youth economic empowerment initiatives, and other measures in place and implemented, with accompanying financing and oversight mechanisms.**	**Women's organizations, youth, tea associations, and other community groups** • Utilize spaces for women workers, women smallholder farmers, and girls to build the capacity of workers and smallholder farmers on gender equality, women's economic development, and EVAWG. • Act as mentors to other women, youth and children on interpersonal skills, career development, health and hygiene, etc. • Participate in microfinance, vocational skills/soft skills training, and job placement, each combined with gender equality training. • Conduct awareness-raising sessions on ending VAWG and other quality of life issues on the estates following the ToT approach on and off the estate. For example, training on safe housing, SH in work spaces and public spaces, safe public toilets, violence prevention and WASH, safety of domestic workers, and safe mobility etc., as part of gender-responsive planning, and through the use of participatory theatre, market days, or festivals. • Participate in skills development training on and uptake diversification of farms that benefit women and men smallholder farmers. • Document all training initiatives according to topic, name, organization and title of the trainer. • Help to inform the development of a simple community-based monitoring mechanism in the community to contribute to progress reporting of interventions in place.	Local expert organizations on women's and children's rights, United Nations agencies and other partners, for technical accompaniment.	Local development plans that are gender sensitive, informed by women's safety audits or other gender tools, and inclusive of women's economic empowerment component are in place.

Output 3.1 Case Study:
Women's Safety Audit Training in Public Spaces in Tea estates of Assam

Exploratory walks were created in 1990 in Toronto, Canada, by the Metro Action Committee on Public Violence against Women and Children (METRAC); at the same time, the Women's Safety Audit Guide was drafted. The tool was originally intended to improve safety for women in urban environments but has since been used in other settings as well. The Women's Safety Audit (WSA) is a tool to evaluate an environment based on women's experiences and perceptions of safety. It includes documenting the hazards in the physical environment and women's experiences of abuse in that space. The methodology used in a safety audit is participatory in nature, and the audit findings are integral to conceptualizing better planning and good governance.

Right to mobility is guaranteed under Article 19 of the Constitution of India as one of the basic freedoms entitled to a citizen. However, women and girls experience spaces differently owing to their vulnerability to sexual violence, which directly affects their mobility and access to public spaces. This has a cumulative effect on women accessing education and economic opportunities.

The design of public spaces most often does not consider women's subjective experiences or perceptions of safety. This factor leads to further exclusion of women and girls by restricting their access to those spaces for education, work, commuting or even leisure.

"Workers' club is a recreational space for both men and women workers, but the men did not allow us to use the space for our meetings. Whenever we approach the men to give us the club key, they dismiss us saying that women will break the chairs and make the place dirty. But the women's safety audit training made me realize that women have a right to access any public space. We approached the management for our right and asked to ensure make the club accessible to us. UN Women has instilled confidence in us to assert our right to equality"

(Jugnoo club member, Tea Estate Assam)

Women tea workers participate in women's safety audits identifying spaces that are unsafe for women and girls, and can be transformed.

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UN Women conducted training on WSA in the tea estates of Assam of women's Jugnoo Clubs. The main principles of a WSA that were emphasized during these training sessions, based on international good practice, include: a) knowing where you are and where you are going; b) to see and be seen; c) hear and be heard; d) be able to escape and get help; e) live in a clean and welcoming environment; and f) work together.

Jugnoo club members were trained using tools such as the Snakes and Ladders game to help them understand social norms that hinder girls' and women's access to public spaces. The exercise also prompted women to share their fears and reflect on their gender restrictive norms when they send their daughters and sons out to play or spend time with their friends. It was noted that a curfew of 7 p.m. was instilled for girls, but there was none for boys.

The facilitators of the WSA training used differently colored *bindis* (colored dot worn in the centre of the forehead) to identify what spaces men and women use, and when. They identified spaces such as alcohol shops as unsafe, and that more men than women can be found around the shops, especially during the night. More boys were identified to be in public parks playing soccer, and women were found more in tea gardens, factories and workers' colonies during the day and were not accessing public spaces after dusk.

The WSAs were conducted in factories, tea gardens, housing colonies, bus stands, and common paths. In one of the WSAs conducted in the plantation area, a woman tea plucker shared that during the day they access the gardens as many women work together in these areas, but at night, they avoided taking routes from the garden areas even if they are shorter routes to access nearby villages or markets, as those vast areas running in hectares are completely deserted and unlit.

In a WSA conducted in a garden school, it was observed that even though women had separate toilets, there was a common path to the toilets used by boys and girls, and given the local context and culture, some girls said they felt hesitant to come to school during their periods, and others said they go to the bathroom in groups of girls in order to feel safe.

The broad parameters to assess safety and inclusion for women in a WSA are:

- **Lighting:** How well-lit is the area? Does it make one feel safe/unsafe?

- **Transport:** How safe do women and girls feel accessing public transport? Many studies have shown that reported and unreported cases of harassment and violence inside public buses make transportation very dangerous and difficult for women and girls.

- **Maintenance:** How well built are the roads/walk paths? Do they get flooded? How effective is the drainage system? Does it contribute to one feeling safe/unsafe?

- **Bus stop:** How well designed is the bus stop? Is it well lit? Is it very secluded? Is it barrier-free?

- **Entrapment area:** Are there some secluded places that seem like a trap or that blocks escape?

- **Policing:** How visible is the presence of police or other security officers in the area? Is patrolling regular by the line watchmen in the worker colony?

- **How can authorities be contacted for help?**

Building on existing initiatives to address risk factors

Improving Nutrition in Tea Communities in Sri Lanka, ETP

The Ethical Tea Partnership (ETP) is managing a nutrition programme "The TROT Women of Tea," funded by The Republic of Tea (TROT) and implemented by the Participatory Action and Learning Methodologies Foundation (PALM) in Sri Lanka. The programme aims to improve the nutritional health of 11,200 women, men and children on six tea estates in the Nuwara Eliya and Badulla districts of Sri Lanka. This includes 2,800 primary beneficiaries and 8,400 secondary beneficiaries, including dependents (non-workers). Poor nutrition also contributes to low school retention rates, and poor performance in school.

Employing strategies such as sensitization, training, and in-kind support, the communities build the knowledge and skills required to support sustainable behaviour change, which leads to improved nutrition.

The TROT Women of Tea strategy uses a process of participatory community engagement, followed by targeted activities, to lead tea workers and their dependents to a better understanding of the importance of nutrition for health and well-being and equip them with the skills to address these issues. The programme focuses on four pillars, forming a holistic programme to improve nutrition.

These are summarized as follows:

1. **Increase nutritious food production and consumption**

   Activities centre around organic home gardening, improving existing gardens, and encouraging others to begin cultivation so that dietary diversity is ensured.

2. **Improve knowledge of nutrition through training and sensitization**

   Nutrition-awareness training sessions and cooking demonstrations are organized with a focus on the needs of women of childbearing age, infants and young children. This has enabled mothers to avert malnutrition and low weight in children by tracking their growth and changing their diet accordingly.

3. **Improve hygiene and sanitation practices and behaviours**

   Training sessions and campaigns are organized relating to clean environment, handwashing demonstrations, and safe disposal of domestic wastes.

4. **Enhance capacities in managing household finances**

   Training sessions are organized on alleviating the burden of debt.

Outcome 4
Social norms, attitudes and behaviour that promote women and girls rights in rural spaces

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
4.1 **Community mobilized in favour of respectful relationships, gender equality and safety in public spaces**	**Producers** • Conduct an independent review of organizational policies to identify and address structures and practices that may contribute to gender inequality and VAW, noting the importance of institutional norms. • Help to support sessions on and off the estates to promote critical reflection on gender norms, VAW and gender inequality. In the beginning, this may require separate spaces for women and men. • Help to support "Whole-of-School" interventions to promote gender equality, respectful relationships, and safe, discrimination-free school environments (e.g. through curriculum and policy reform, advocacy). **Government authorities** • Conduct an independent review of policies to identify and address structures and practices contributing to gender inequality and VAW- Help to support sessions in the county/village to promote critical reflection on gender norms, VAW and gender inequality. In the beginning, this may require separate spaces for women and men. • Support "Whole-of-school" interventions to promote gender equality, respectful relationships and safe, discrimination-free school environments for example, through curriculum and policy reform and advocacy. **Women's organizations, youth, tea associations, and other community groups** • Participate in sessions on and off the estates to promote critical reflection and dialogue on gender norms and behaviour that encourage VAW and gender inequality. In the beginning, this may require separate spaces for women and men. This will assist in community groups to identify the social norms of the community on gender equality, SH, and other forms of VAW in public and private spaces. • Help to develop messages on ending VAWG, and to promote respectful relationships, gender equality and safety in public spaces. • Identify and engage male champions on gender equality and EVAWG.	**Producers can partner with:** Local expert organizations on women's and children's rights, United Nations agencies and other partners, technical accompaniment. United Nations agencies that offer technical support and can convene implementation partners.	Proportion of women, men, girls and boys in the sites of intervention who received training, and any outreach/ educational activity in formal and informal settings on SVAWG in public spaces as reported.

Output	What are some of the things that can be done? and by Whom?	Partners to Engage	Examples of Indicators
4.2 **Transformative initiatives developed and integrated into formal and non-formal education and media messaging**	**Producers** • Help to support or leverage support from a donor partner programme to strengthen the skills of parents (both men and women) to promote gender equality and non-violence in their parenting practices. • Help to support or leverage support for social marketing campaigns or "edutainment" group education that raises awareness about VAWG and promotes egalitarian gender norms. **Government authorities** • Support programmes for young people to engage critically with media and popular culture representations of women and gender relations, often referred to as strengthening media literacy. • Support social marketing campaigns or edutainment plus group education that raise awareness about VAWG promotes social norms. • Support programmes to mitigate the consequences of girls and boys prior exposure to violence. **Women's organizations, youth, tea associations, and other community groups** • Participate in and lead through TOT programmes that engage the wider community on and off the estate, initiatives that promote women and girls' safety, including through festivals such as: International Women's Day (8 March), 16 days of Activism on Ending Gender-Based Violence, International Day of the Girl Child, and other events. • Participate in women's and youth leadership programmes that build community awareness about the normalization of SH and other forms of VAWG, and linkages with HIV/AIDS, sexual health and reproductive rights, sexual exploitation. • Participate in "Whole-of-School' interventions to promote gender equality, respectful relationships and safe, discrimination-free school environments.	**Producers can partner with:** Local expert organizations on women's and children's rights. United Nations Agencies, technical accompaniment.	Number of women, men, girls and boys in the sites of intervention who received training, and any outreach/educational activity in formal and informal settings on SVAWG in public spaces. Proportion of women, men, girls and boys in the sites of intervention who received training, and any outreach/educational activity in formal and informal settings on SVAWG in public spaces as reported. Prevention and response to intimate partner violence, sexual harassment in workspaces, and in public spaces, informed by the local evidence and by international good practice is integrated in formal education curriculum.

Promising Practice Examples

Engaging men in their safe spaces to have candid conversations on their role in preventing SH and other forms of GBV in their community

As part of ensuring the sustainability of the Women's, Girls and Boy's Safety programme in Kericho, Kenya, awareness-raising sessions were brought to the traditional spaces where Kenyan men meet over a common purpose. Traditionally, in most communities in Kenya, men come together over goat-eating sessions and discuss rites of passage of their children, negotiate dowry, and during weddings and other formal occasions. It is this model that the project has adopted to hold conversations around SH. These dialogues target men of diverse ages and social status in the community, including farmers, traders, provincial administrators, and religious and cultural leaders (Kipkas). The idea of meeting as they roast goat meat is an innovative and seamless way of introducing difficult conversations in a closed community. First, the men take up responsibility of cooking the goat. Ordinarily, men will not take up roles of preparing food in their home. This gives the goat-eating dialogue a foundation for appreciating and deconstructing negative masculinity and make men understand that reproductive work can be performed by both men and women.

These discussions begin to change men's views about care work. Secondly, as the goat is cooking, men begin to discuss SH and how it affects their community. Through the assistance of a trainer, and through a TOT approach, men undertake self-reflection and suggest ways through which they can play active roles in preventing SH and GBV. They also develop a plan of action for their community, including how to reach out to their peers and other young men in the village.

The engagement of men in this manner also helps in interrogating cultural practices that are retrogressive as well as bring to light some of the current trends in SH and GBV. It gives the men an opportunity to engage with experts on the existing laws and policies that seek to eliminate SH and GBV in Kenya.

"We are now able to speak against some of the harmful cultural practices such as sexual harassment and gender-violence that have for long time inhibited women to achieving their full potential."

(Male agent of change, Kericho)

Engaging men in their safe spaces to have candid conversations on their role in preventing sexual harassment and other forms of GBV in their community

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Sasa!

Is a successful community mobilization intervention aimed at addressing HIV-related risk behaviours and intimate partner violence. The programme engages both women and men, religious and community leaders, at the community level to change related social norms. SASA! was designed by Raising Voices, and it was first piloted in Kampala, Uganda. It has been adapted and used in other countries across the globe. The programme was rigorously evaluated and its findings reveal a significant impact on HIV-related risk behaviours and reduction to intimate partner violence by 52 per cent.

Talking Walls: Messages on sexual harassment in Kericho and Bomet Counties, Kenya

In efforts to create awareness among children and the community using informative, education materials, artistic murals were developed and placed in strategic places. The pictures depict information on how to handle cases of abuse and domestic violence, ensuring that survivors can be supported to access justice comprehensively.

A participatory process was carefully facilitated to ensure that community members, mostly women and children, could illustrate forms of SH and other forms of GBV, the essential comprehensive care services that survivors of violence should receive, and how to contact institutions for support, including the police, hospital, legal, and psychosocial services.

During the mural design process, discussions are held with the community on the mural images and messaging. The pictures depict information on how to handle cases of defilement and domestic violence, ensuring that survivors can be supported to access justice comprehensively. By having the murals in an open space where people are always on the move, community members are reminded on a daily basis what to do and not do in responding to and preventing GBV.

This community art project also employs a child-centered approach, with children developing messages in the murals to increase awareness among other children about child abuse and helping to increase their knowledge on how to detect, report and prevent SH and all forms of violence against children.

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Breaking the silence on sexual harassment, India

The Apeejay Tea Group has constituted an Internal Committee in all of its 17 tea gardens as per the Sexual Harassment of Women at Workplace Act, 2013. It has carried out awareness raising on the *Right to Complain against Sexual Harassment* at the workplace –in locations where teams of women pluckers are deployed. Such meetings, held during work hours with supervisors and executives, including with managers, has helped to break the silence through conversations. Awareness raising has been conducted with women and men, reaching out to 12,000 permanent women workers and 11,000 temporary women workers. Involving frontline functionaries such as school teachers, medical staff and female office staff to carry out sensitization among workers has helped to inform local messaging and amplify the impact.

Kings and Queens Clubs in the tea plantation, Kericho, Kenya

For children in Sambret Primary School in Kericho County, Kenya, a safe environment for studying and physical growth is the most important aspect of their life.

As part of the Unilever Women, Girls and Boys Safety Programme, the Kings and Queens Clubs were launched in the Kericho tea plantation in 2016 with the Gender Violence Recovery Center (GVRC) aimed at improving the lives and well-being of children in school. In 2017, UN Women provided further support to help partners strengthen this initiative. The clubs have not only provided a platform for building life skills for young boys and girls, it has also helped to increase their awareness of GBV and child abuse at an early age, and identification of harmful situations, and ways to ensure their own safety. The children have learned how to report SH and

use creative mechanisms such as the "speak out boxes" in school, where they can anonymously write down their questions, thoughts, and suggestions and drop them in box. The box is opened in a forum with the children and their leader, and they address the issues raised together. For those matters that cannot be addressed in this forum, they are then escalated to the appropriate channels including the school administration. Both teachers and students are equipped with skills to identify SH and other forms of GBV and how to report it, as well as methods of sharing the information with others in the community.

During the interaction with the children, boys and girls are empowered and learn about critical thinking, decision-making, assertiveness and self esteem. The school's head teacher has shared some of the positive changes that have taken place, noting that "Before the introduction of the clubs, school performance was low compared to what we are recording now. The children are also confident and able to speak or recite poems in front of the teachers and their fellow classmates, which was uncommon years back." Teachers and students have shared that the clubs have helped to improve the student-teacher relationship.

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3. NEXT STEPS: HOW TO GET STARTED

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

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

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

3.1 QUICK CHECK-IN FOR PRODUCERS

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

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

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

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

Company X says it is not aware of the nature and/or extent of sexual harassment (SH) and other forms of VAWG happening in estates, tea pick up points or any other spaces off the estate. The company has many policies in place, and has global and local certifications, but none of these policies have been subject to a gender analysis. The company is aware that there are increased media reports on SH against women workers in nearby tea estates, and in the village's public spaces, but managers say they have not received any reports of SH. The company has invested in several social development projects in the community in which casual workers reside and has economic development schemes in place to diversify women workers' income sources. The company has not developed any specific programming on women and girls' safety and is not aware of any other agencies, NGOs or individuals working on this issue in the rural community. The company wants to ensure that not one woman or girl is subjected to any form of harassment and violence and has sought assistance and referrals from tea associations and buyers to access support and guidance to enable them to begin their journey.

Engage

Diagnose

Establish

Plan/Design
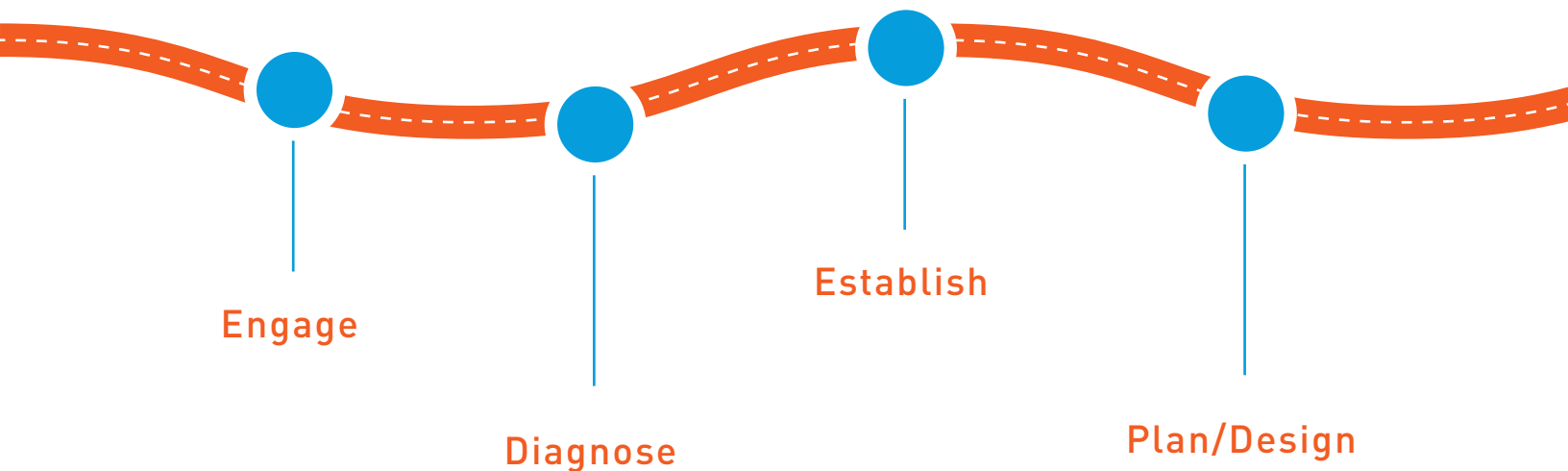
Engage

Where to begin?

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

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

Key Message(s)

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

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

What are some steps to get me on my way?

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

Conduct some preparatory meetings and discussions with a selected or referred partner (consultant, institutional partner, etc.) which has experience in working on SH and other forms of VAWG, including in the tea sector.
Provide a safe and confidential space for scoping study consultant/organization to conduct interviews with women and men workers, management, school and health staff, without the presence of supervisors or managers. It is important to hold focus group discussions (with no more than 8-12 participants), and it is important to hold these discussions separately with women and with men.

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

(Tea Producer, Assam)

Links to Tools

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

Example of a partnership **building/pre-scopingvisit agenda**

Where to begin?

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

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

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

Key Message(s)

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

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

What are some steps to get me on my way?

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

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

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

(Manager, Tea garden, Assam)

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

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

A scoping study requires information about the following:

- the local context in rural spaces, including governance, and services;

- views of stakeholders;

- identification of opportunities to partner with government and civil society by identifying existing community resources;

- resourcing possibilities; and

- evidence about promising and effective practices.

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

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

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

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

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

Links to Tools

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

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

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

Establish

Where to begin?

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

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

Key Message(s)

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

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

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

What are some steps to get me on my way?

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

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

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

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

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

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

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

Links to Tools

There is a wide range of guidance on stakeholder analysis available online[23] to assist the selected consultant/organization that will conduct the scoping study.

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

Where to begin?

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

Key Message(s)

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

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

What are some steps to get me on my way?

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

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

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

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

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

A sound programme design will also be:

'owned' by the stakeholders who have a part to play in its delivery as well as intended beneficiaries/agents of change, both groups being strongly committed to its success responsive to the concerns, needs and wishes of the intended beneficiaries/ agents of change
'knowledge-led' with the assessment of problems, selection of priorities and formulation of goals based on the best available information.
evidence-based, with decisions about interventions and delivery processes informed by relevant experience elsewhere and site-specific research evidence.
achievable, likely to deliver sustainable change, and suitable for **building to scale**, and capable of **being evaluated**.

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

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

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

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

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

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

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

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

- Review programme progress and leverage efforts, including partnership, towards achieving the outputs and outcomes.

- Provide guidance on lessons learned, identify new programmatic risks and agree on possible and corresponding mitigation measures.

- Provide strategic perspectives on advocacy issues and thematic priorities of the initiative (women's economic empowerment, political participation, and EVAW).

Links to Tools

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

Diagram 1: Programme design sequence of sessions

Understanding the problem and Visioning the future

Deciding how to get there: A review of GWSF Main areas of Action

Programme/Plan of Action Drafted

Validation of Design of Programme/ Plan of Action

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

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

Company Z has had to urgently respond to reports of SH committed against women workers on their estates. It commissioned research into the problem and prepared a proposal for the way forward. A package of preventive measures was adopted by management and implemented in partnership with NGOs, a United Nations agency, and consultants. Company Z would like to better understand if and how these projects have reached their intended beneficiaries, and what would be needed to extend their reach to other women (e.g. smallholder farmers in the tea supply chain). The company would like to consider the scope for strengthening and extending this partnership by working across different sectors (government, NGO) to end GBV. Managers would like to understand how this work could be better coordinated and sustained as part of a holistic approach to deliver transformative results in the lives of women and girls.

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

Where to begin?

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

Key Message(s)

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

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

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

What are some steps to get me on my way?

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

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

- provide an assessment of what has been achieved to date in women's safety initiative(s), or examine those initiatives focused on enhancing the quality of life of women, youth and children, and how they may be built upon to integrate a women's safety approach.

- highlight what is working well and identify opportunities for further development.

- gather information by a small review team through desk research, semi-structured and informal stakeholder consultations and site visits during a short visit to the estate, outgrower farms, and public spaces in rural villages.

A formative review is not an audit or verification process.

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

(Welfare Officer, Unilever)

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

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

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

- strengthening a company's safety initiative with priority being given to preventing and responding to SH and other forms of violence against women workers and youth and children living on the estate.

- mobilizing other partners to contribute within their area of influence to deliver the same benefits to women and girls living and working off the plantation and/or on outgrower farms.

- taking account of the views and needs expressed by consultees, especially women and girls, about future actions avoid duplication of efforts among partners working in the tea supply chain that may often be donor-driven or implemented in isolation from other producers or packer initiatives, and

- ensure synergies and linkages when feasible contribute to the development and/or strengthening of a rights and evidence-based approach to women's safety, and the sustainability of the business.

Links to Tools

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

Where to begin?

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

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

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

Key Message(s)

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

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

What are some steps to get me on my way?

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

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

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

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

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

• the local context in rural spaces, including governance, and services

• the views of different stakeholders and opportunities

• identification of existing community resources that can be built upon or inform relevant policies and programmes, as well as ongoing and planned initiatives in the community

• resourcing possibilities

• evidence about promising and effective practices.

Potential delivery partners should be located and appraised, and

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

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

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

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

Links to Tools

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

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

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

Examine

Where to begin?

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

Key Message(s)

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

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

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

What are some steps to get me on my way?

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

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

- The intended primary beneficiaries/agents of change (women and girls), as well as agencies likely to have a role in programme delivery various levels of government and providers of key services, such as health, transport and the police

- Civil society, including CBOs, tea associations, and those with particular interests and credibility in the intervention areas, such as men's and boys' groups and youth groups, especially those working to end GBV community elders, faith group leaders and organizations with relevant thematic interests, such as women's rights, that operate at city or national levels, are also likely to be interested.

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

- Results of a partner analysis at this point should not be seen as final and it can be helpful to repeat the analysis as part of assessing progress. New stakeholders may emerge over time and stakeholders whose interests are marginal at the start may become much more significant later.

Links to Tools

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

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

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Plan/Design/Shift/Priorities

Where to begin?

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

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

Key Message(s)

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

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

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

What are some steps to get me on my way?

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

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

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

A sound programme design will also be:

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

• responsive to the concerns, needs and wishes of the intended beneficiaries/agents of change. The programme design will be:

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

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

- achievable and likely to deliver sustainable change, and suitable for building to scale,

- evaluable, that is, the impact of the proposed interventions should be capable of being evaluated.

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

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

(Tea Estate Manager, Assam)

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

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

- Review and monitoring of programme progress utilizing the annual work plans; leverage efforts, including partnership, towards achieving the outputs and outcomes.

- Provide guidance on lessons learned and update programmatic risks, and agree on possible and corresponding mitigation measures.

- Provide strategic perspectives on advocacy issues and thematic priorities of the initiative (women's economic empowerment, political participation, and EVAW).

Links to Tools

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

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

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

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ANNEX 1
TERMS AND CONCEPTS

The following list has been prepared to help all those working on women's safety in rural spaces to gain a common understanding of major terms and concepts used in the global framework. It is not intended to impose or even suggest 'universally agreed definitions'. This would be very difficult because many agencies and organizations, even at the highest international levels, have their own terminology and they are different.

Gender[26]
Gender – the social attributes and opportunities associated with being male and female, the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable.

Gender Based Violence
Gender-Based Violence (GBV) is defined as "violence that is directed against a woman because she is a woman or that affects women disproportionately, thereby underlining that violence against women is not something occurring to women randomly, but rather an issue affecting them because of their gender. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty." General

Recommendation 19 of the Convention on the Elimination of All Forms of Discrimination against Women specifies that GBV may constitute a violation of women's human rights, such as the right to life; the right to equal protection under the law; the right to equality in the family; or the right to the highest standard attainable of physical and mental health.

Gender Inequality
The gender norms, roles, cultural practices, policies and laws, economic factors and institutional practices that collectively contribute to and perpetuate unequal power relations between women and men. This inequality disproportionately disadvantages women in most societies.

Gender Equality
The concept that all human beings, regardless of sex, are equal in dignity and rights and free to develop their personal abilities, pursue their professional careers and make choices withoutdiscrimination and the limitations set by stereotypes, rigid gender roles and prejudices.

Intimate Partner Violence
Intimate partner violence (IPV) – refers to any behaviour by a man or a woman, or a boy or a girl, within an intimate relationship, that causes physical, sexual or psychological harm to the other person in the relationship. This is the one of the most common forms of

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[26] Office of the Special Advisor on Gender Issues and the Advancement of Women (2001)

violence against women. IPV may sometimes be referred to as "domestic violence" or "family violence," although these terms also encompass violence by and against other family members.

Protective Factors

Refers to a series of internationally recognized and research-based factors (e.g. women's economic autonomy and access to skills training, credit and employment, access to support groups, social norms that promote gender equality) that help to reduce the probability of the occurrence of crime and victimization of women and girls.

Public Spaces

This refers to streets and other public neighbourhood spaces (e.g. neighbourhood squares, alleys and public spaces of work, both in terms of women's productive and reproductive roles and responsibilities (e.g. markets, water distribution sites). It also refers to pedestrian paths between different parts of the district, which go through unlit and unsettled wooded areas; public transportation (e.g. buses, taxis, trains); routes to and from schools and educational institutions; temporary public spaces (e.g. carnivals, festivals); Internet cafes, public parks and other recreational and sports facilities (soccer fields, including for girls' games); school grounds (essentially large open spaces, unfenced), which potentially could be used for recreation; and other public recreational spaces, such as key public facilities and infrastructure (e.g. public sanitation areas, toilets, washrooms).

Risk Factors

Refers to a series of internationally recognized and research-based factors found to increase the chances that someone will become involved in offending or victimization. They include a range of individual (e.g. low levels of education, attitudes accepting of unequal gender roles and violence, exposure to intra-parental violence and/or physical and/or sexual abuse as a child), community (e.g. acceptance of traditional gender roles, and environmental characteristics (e.g. poor housing, weak legal sanctions against violence/VAW), or services provision (e.g. lack of access to social services).

Sexual Harassment

Generally, it includes unwelcome sexual comments, attention, actions, or gestures. Sexual harassment includes non-contact forms, like: sexual comments about a person's body parts or appearance, whistling while a woman or a girl is passing-by, demands for sexual favors, sexually suggestive staring following, stalking, and exposing one's sexual organs at someone. Sexual harassment also includes physical contact forms, like someone purposely brushing up against someone else on the street or public transportation, grabbing, pinching, slapping, or rubbing against another person in a sexual way. Some elements of sexual harassment may be covered within criminal law; however, may elements may require civic remedies, educational and administrative responses.[27]

Sexual Violence

Refers to any sexual act committed against the will of the other person, either in the case when the victim does not give the consent or when consent cannot be given because the person is a child, has a mental disability, or is severely intoxicated or unconscious as a result of alcohol or drugs. It encompasses both sexual harassment and other forms of sexual assault such as attempted rape, and rape.

[27] UN Women (2011)

It includes acts such as genital mutilation/ cutting, forced sexual initiation, forced prostitution, trafficking for the purpose of sexual exploitation, and other sexually motivated forms of violence.

Social Norms[28]

Social norms are a contributing factor and social determinant of certain practices in a community that may be positive and strengthen its identity and cohesion or may be negative and potentially lead to harm. They are also a social rule of behaviour that members of a community are expected to observe. This creates and sustains an expectation that conditions the behaviour of individual community members, even if they are not personally in agreement with the practice. If individuals reject the social norm they can risk ostracism, shunning, and stigmatization. This marginalization may include the loss of important economic and social support and social mobility. If individuals conform to a social norm, they expect to be rewarded, for example, through inclusion and praise. Changing social norms that underlie and justify violence and harmful practices requires that such expectations are challenged and modified.

Tea Sector[29]

It includes a focus on the tea work setting, including: public and private spaces in tea gardens, places where the worker is paid, or takes a rest break or meal, commuting to and from work, work related meetings outside of the estate, travel, training, events or social activities, and work-related communications enabled by information communication technologies (email).

Theory of Change[30]

A tool for developing solutions to complex social problems. A basic TOC explains how a group of programme's activities produces early and intermediate accomplishments which sets the stage for producing long-range results.

Victim/Survivor[31]

Victim / survivor refers to women and girls who have experienced or are experiencing gender-based violence to reflect both the terminology used in the legal process and the agency of these women and girls in seeking essential services.

Violence against Women[32]

Any act of GBV that results in or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty whether occurring in public or private life.

Women's Safety[33]

Encompasses the range of preventive approaches which can be used to promote the safety of women whether in public or private spaces, and reduce fear and insecurity in a range of contexts.

Worker[34]

A worker is defined as a person in any employment or occupation, irrespective of their contractual status.

[28] Adapted from UN Prevention Framework on Prevention, adapted from United Nations, 2014, p. 14

[29] Adapted definition from the ILO definition of the World of Work (UN Women and ILO, forthcoming)

[30] Adapted from Anderson, A. (2005).

[31] UN Women (2015)

[32] United Nations (1993)

[33] Shaw and Capobianco (2004)

[34] UN Women and ILO, 2018, p.97

ANNEX 2
LINKS TO USEFUL RESOURCES

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ANNEX 3
LIST OF SOME ORGANIZATIONS WORKING ON ISSUES RELATED TO WOMEN'S SAFETY IN THE TEA SECTOR

Some United Nations agencies are currently working to support the safety of women, youth and children in the tea sector (e.g. UNICEF, UN Women, UNDP). A list of other organizations working on issues related to women's safety, gender and the prevention of VAWG in the tea sector is provided below. The GWSF is a living document, and the list will be updated regularly as work advances.

African Women's Development and Communication Network (FEMNET)
Website: https://femnet.org

BSR, a global non-profit organization
Website: https://www.bsr.org

Centre for Rights Education and Awareness (CREAW)
Website: https://creawkenya.org/ke/

Ethical Tea Partnership
Website: http://www.ethicalteapartnership.org/

Nairobi Women's Hospital: Gender Violence and Recovery Centre, Kenya
Website: https://healthmarketinnovations.org/program/nairobi-womens-hospital-gender-violence-recovery-centergvrc

North East Network (NEN), India
Website: https://www.northeastnetwork.org/about-us/

Sustainable Trade Initiative (IDH), Global
Website: https://www.idhsustainabletrade.com/impact/gender-equality-and-empowerment/

Women Working Worldwide
Website: https://www.women-ww.org

ANNEX 4
LIST OF PRODUCERS/ORGANIZATIONS IN EXPERT GROUP MEETINGS (KENYA AND INDIA)

Kenya

An Expert Group Meeting was organized by UN Women in partnership with Unilever Tea Kenya (UTK) on 27 September 2018. Twenty participants attended, including tea producers, women's right organization, associations and NGO partners working in Kenya.

Producer/Association/Organization
Gender Violence Recovery Centre (GVRC) Kenya
Unilever
Name Alliance
CREAW
James Finlay
GVRC Kenya
Kenya Tea Development Agency (KTDA)
Finlays
WE Charity
IDH
Eastern Produce Kenya (EPK)

India

The Expert Group Meeting held on 5 September 2018 was organized by UN Women in partnership with Hindustan Unilever. Twenty participants attended, including tea producers, tea associations, and NGO partners working in Assam.

Producer/Association/Organization
Indian Tea Association
Assam Tea Planters' Association
Bharatiya Chai Parishad
Makaibari Tea Estate
Amalgamated Plantations
Apeejay Tea
Goodricke Group Ltd.
Warren Tea Limited
Luxmi Tea Co.
James Warren Tea
Jalan Industries
McLeod Russel
IDH Sustainability Initiative
Ethical Tea Partnership
Unilever

The Consultation Meeting was organized on 30 October 2018 by UN Women in partnership with Hindustan Unilever in Bengaluru. The meeting was attended by 23 participants representing tea, coffee, spice, and rubber producers and a plantation association based in Southern India.

Producer/Association/Organization
Tata Coffee Ltd.
Kanan Devan Hilla Plantations Co. Pvt. Ltd.
Ksehablu Estate
Kairbetta Estates, Kotagiri, Nilgiris
Havukal Tea & Producer Company Pvt. Ltd
Halivee Estate
Kolegur Coffee and Tea Estates
Alampally Estate
AV Thomas (Plantations Division)
Parry Agro Industries Limited
Woodbriar Group
United Planters' Association of Southern India (UPASI)
United Nilgiri Tea Estates (UNTE) Company Limited, Chamraj Estate
Joint Secretary, UPASI, Nilgiris
Karikolli Estate
Chandragiri Estate
Havukal Estate
Agalatti Estate
Harrisons Malayalam
Hindustan Unilever Ltd.

UN WOMEN

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

Planet 50-50 by 2030
Step It Up for Gender Equality