ANNEX- VOL 2

Annex Volume II	

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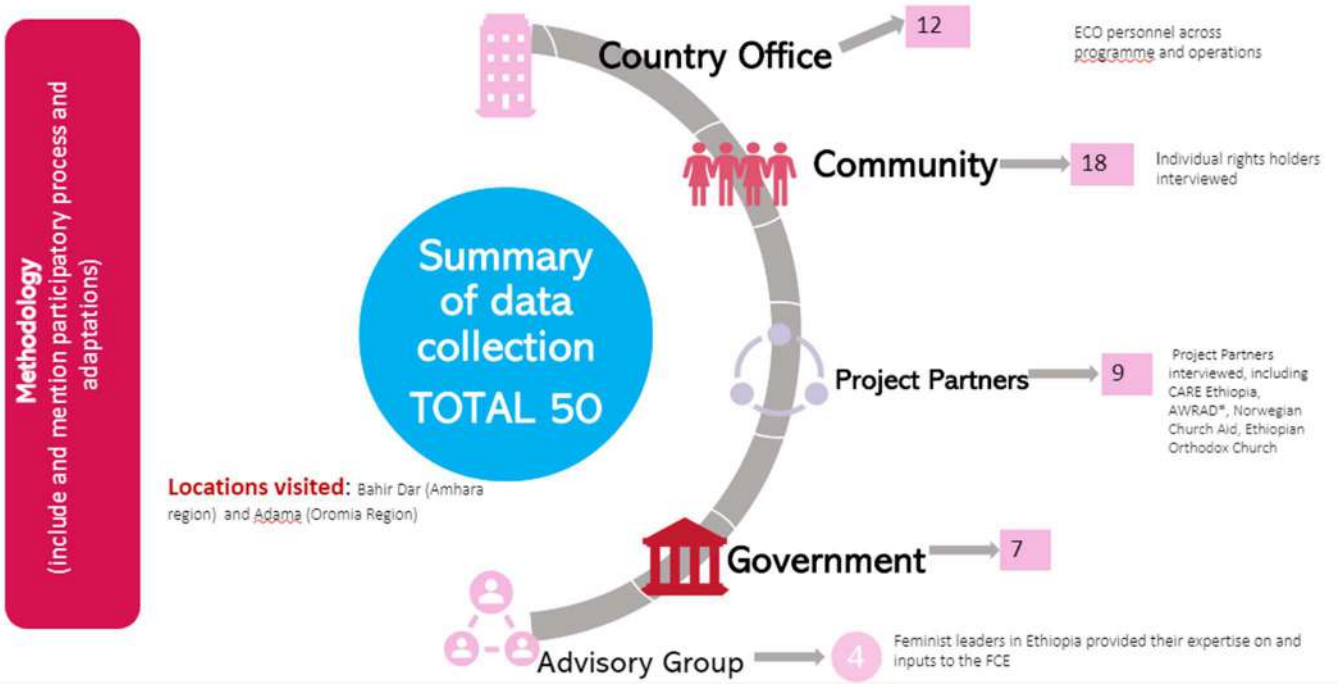
Seven individual country case studies were carried out as mentioned in annex 8. Annex 10 provides the key synthesized analysis from these country case studies. This annex presents each of the individual country case study decks.

Annex 12.1 Ethiopia Case study



Country context

- **Ethiopia falls under the status of Least Developed Country (LDC)** and is one of the fastest-growing economies in the region, with an estimated 6.4% growth in FY2021/22. However, it also remains one of the poorest, with a per capita gross national income of $1,020. Ethiopia aims to reach lower-middle-income status by 2025.

- **Federalization**: Ethiopia adopted federalism in 1995 primarily to hold together the ethnolinguistic groups it includes, of which there are more than 80. Parliamentary elections since 1995 have taken place every five years since enactment

Key Country Statistics	126.5 million (2023) (1)
Population	
Income Level (GNI per capita US $)	2,316 (2017) (2)
Human Development Ranking	0.498 (175) (3)
Gender Inequality Index	0.520 (2021) (4)

- **Context for Gender Equality and Women's Empowerment:**

Ethiopia is party to international instruments upholding gender equality and the rights of women and girls including the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action (BDPFA) and the Protocol to the African Charter on the Rights of Women in Africa (Maputo Protocol). The Federal Democratic Republic of Ethiopia (FDRE) Constitution of 1995 has enshrined constitutional principles that guarantee the equality of women and men in all areas of life and has pioneered the introduction of special measures that are required to accelerate the achievement of gender equality. A number of measures have been introduced to create an enabling environment for the advancement of women and girls rights and development.

However, women face intersecting forms of discrimination and violence. It has one of the lowest gender equality performance in Sub-Saharan Africa, ranking 117th out of 129 countries on the SDG gender index.. Women are overrepresented in the informal economy, myriad with unsafe working conditions, low wages, risk of exploitation and sexual harassment. It was reported that 58% women employed as wage workers earn less than their husbands and the average hourly wage for women is 44% less than men's hourly wages (5). Violence against women and girls is accepted and considered as norm or not serious. About 16% of girls aged 0-14 years and 65% of women aged 15-49 experience female genital mutilation (FGM) and in some regions, more than 98% of women are victims to this practice. The number of women in leadership position is notably high in the legislative branch of the government as women occupy half of the seats in the country's cabinet but their ability to influence decision making is challenged by cultural, practical and attitudinal factors that dictate men as natural leaders and decision makers at home and workplace.

Country context – Advisory Group Insights

- **Institutionalization of Gender inequality:** such as through religious institutions and leaders who tend to act as gate keepers of gender discriminatory social and gender norms; families that are male dominated and patriarchal; discriminatory laws (e.g. Laws that provide right to own land for only men); and lack of economic opportunities for women.

- **Measurement of change** can be difficult because of lack of standard indicators as well as the tendency to provide socially accepted answers. Community conversations are important ways to measure change.

- **Use of Intergenerational generation approaches**- involvement of grandparents (grandmothers) has helped to get into the root causes of Female genital mutilation and address them to some extent.

- **Programming has to be more long-term and holistic**– since we are aiming at intergenerational changes, short-term projects do not work. Integration of social norms change programmes have to look into other key challenges women are facing such as women's economic empowerment.

- **Involvement of men is very important**- they can be the key barriers as well as change agents for sustainable change. It is important that they are systematically involved.

- Government needs to work in partnership with CSOs and women-led organisations.

- **Change begins from personal level–** role modeling and walking the talk

Country Office Overview of Social Norms efforts

UN Women Ethiopia SN 2022-2025 focuses on addressing social norms through three outcomes

- All people in Ethiopia enjoy the rights and capabilities to realize their potential in equality with dignity
- All people in Ethiopia live in a cohesive, just, inclusive and democratic society
- All people in Ethiopia benefit from an inclusive, resilient, and sustainable economy

Key internal strategies include:

- SN focusses on social norms
- Use of different well-developed methodologies e.g. SAA or SASA!
- Use of *RESPECT Framework including internal training for UN Women personnel
- Systematic Male engagement

Key external strategies include:

- Training and technical support:
  - IP capacities for WIL, EVAW programs systematically developed for the social norms methodology (e.g. SAA or SASA); government stakeholders familiarized with the methodology
  - Gender mainstreaming Training for Government Ministries with a focus on social norms change (Gender Responsive Budgeting)
- Partnership platforms (for WEE):
  - National Task force on Care economy
  - National WEE forum under the umbrella of Min of women and social affairs for org working on WEE and social norms to share and exchange views and practices
- Localization approach (for WPS)- community leaders and dialogue

CO's SN indicators

- **SP outcome indicator (3.1)**: Extent of bias in gender equality attitudes and/or gender social norms among individuals
- **SP outcome indicator (3.3)**: Number of countries and/or other actors with comprehensive and coordinated VAW prevention strategy
- **SP output indicator (3.b):** Number of community or organizational level UN Women programmes that address behaviour and/or social/gender norms using evidence/practice-based methodologies

- **CO's SN Outcome 2**: Women are perceived as equally legitimate and effective political leaders as men. Indicator : % of target community who perceive women as equally leaders as men in society
- Output 2.1: Increased community and civic understanding of gender equality and women's right to political participation. Indicator: percentage increase in the understanding of target community/CBO members towards gender equality and women's right to political participation
- Output 2.3: Male political leaders lead by example and promote gender equality and women's leadership. Indicator: Number of male political leaders at federal and regional level committed to acting through HeForShe Solidarity Movement.

- **CO's SN outcome 6.1:** favorable social norms, attitudes and behaviors are promoted at community and individual level to prevent VAWG. indicator: % of women and men in SASA! Kebels (administrative area) that change attitude towards spousal violence
- SN output indicator: number of religious and traditional leaders advocating for the promotion and protection of women's rights

Key indicators adopted by CO's implementing partners:

- Men/husbands become supportive women's/wife's leadership aspiration.
- Community members identify key barriers and implement community-based action plans to challenge negative perceptions towards women's leadership and decision-making.
- Self-esteem and confidence of women participants.
- Number men identified as change agents and gender champions.
- Percentage of men community leaders with improved attitude towards women leadership.
- % of women and men in SASA! Kebele that change attitude towards spousal violence
- % of people in communities that applies SASA! are mobilized in favour of respectful relationship and gender equality.
- Number of traditional and religious leaders advocating for protection and promotion of women's rights.

Country Office Survey Findings

➢ **Common definition: "Social norms are deep-rooted unwritten rules which are commonly accepted by society"**

Areas for attention	Good practices
• Only 45.4 % of respondents confident in their understanding of Social Norms (5/11)	• 55% of respondents indicated that the CO's work with faith leaders and community leaders has led to significant changes in discriminatory practices (6/11)
• 91 % indicated the need for closer integration of programme and operations to timely adapt social norms programmes (10/11)	• 64 % indicated that Working with men and boys has made a difference in changing power relations (7/11)
• Only 37% Indicated the CO have been able to upscale programmes so that social norms are changing in the wider society (4/11)	• 45.4 % UN Women and implementing partners advocacy has resulted in change in policies related to gender (5/11)
• 73 % indicated more work need to mainstream social norms work (8/11)	• 36.3 % indicated CO Projects have resulted in changing structural power asymmetries in families and communities (4/11)
• Only 36% indicated they received training support on social norms from CO,HQ or RO (4/11), 36% indicated they DID NOT receive trainings on social norms from CO,HQ or RO (4/11) and 27% did not respond (3/11).	
• 91% indicated need to do more to develop innovative and contextualized ways to design initiatives for social norm change (10/11)	
• Attention required towards the following aspects: o Social norms to be looked at across the CO's thematic areas of work o Attention to be paid to corporate level social norms change guidelines and training including measurement of social norm change o Expansion of the geographic coverage to achieve a critical mass for social norms change o Address toxic masculinity issues o Sharing learnings and experiences and work to track social norms indicators	

Country Office
Overview of Social Norms efforts

Projects selected for case study

Preventing Violence Against Women and Girls and Delivering Essential Services to Survivors in Ethiopia

January 2019- - 31 December 2022

Budget: 4,488,140 USD

The programme has employed multipronged approach: addressing negative social norms change, promotion of gender sensitive legislation and policies, ensuring the availability and accessibility of quality services for survivors, establishing and strengthening VAWG coordination mechanisms and evidence generation.

Under the prevention pillar, it worked closely with existing structures including government, faith, and traditional structures as well as the community.

It supported the implementation of evidence-based strategies to address negative social norms using SASA!- a community mobilization approach for preventing violence against women through continuous engagement of the community.**

Under the EVAW, FCE studied the social norms intervention through two approaches:

a) The SASA approach. SASA is an acronym for approach's four phases: Start, Awareness, Support and Action. The project interventions included:

- Identifying volunteer, community activists, community stakeholders, media representatives
- Training using 4 phase SASA! Approach
- It took 2 to 3 years to arrive at the action stage;
- Community mobilization including coffee ceremony sessions (cultural) to sensitize community members followed by planned activities; interlinkages between community groups, media, drama
- Intersectional approach
- Reach and circles of influence

b) Through the religious institution addressing Violence against Women and Girls. The interventions included

- Engagement with the top religious leadership of all faiths and coordinating on a common platform
- Supporting "theological reflection" and development of diverse faith-based resources on EVAWG for clergy, schools, parishes including Quranic schools,
- Existing structures of each faith sensitized for EVAWG
- Use of public and faith-based media
- Reach and influence using an institutional approach all levels

Country Office
Overview of Social Norms efforts

Projects selected for case study

C) Community Dialogue on Gender and Women's Participation in Leadership and Decision-Making Project

December 2019- 30 March 2021, Phase I
October 2021 to March 2023, Phase II

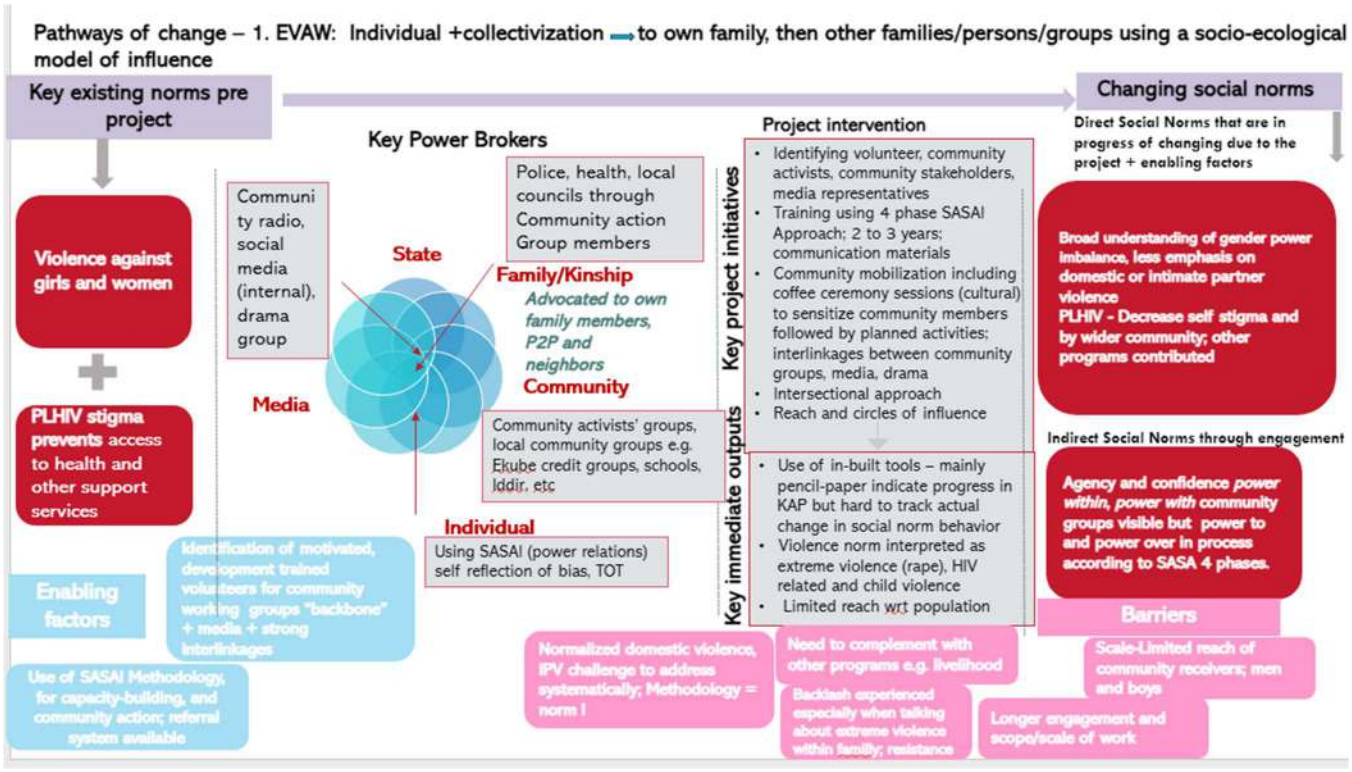
Budget: 75,610 USD for Phase I and 214,268 USD, Phase II

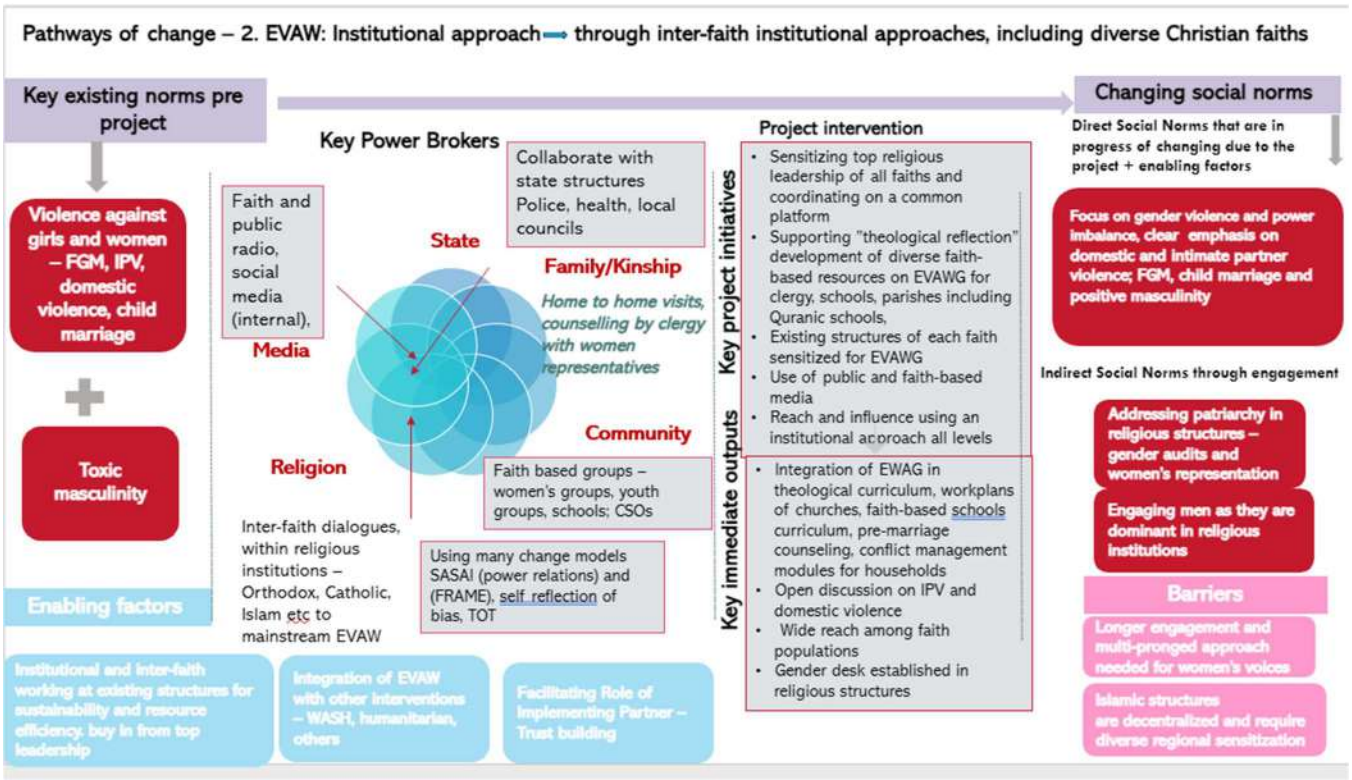
The project aimed to increase community and civic understanding of gender equality and women's right to political participation at the community level by empowering community members to challenge negative social and gender norms.

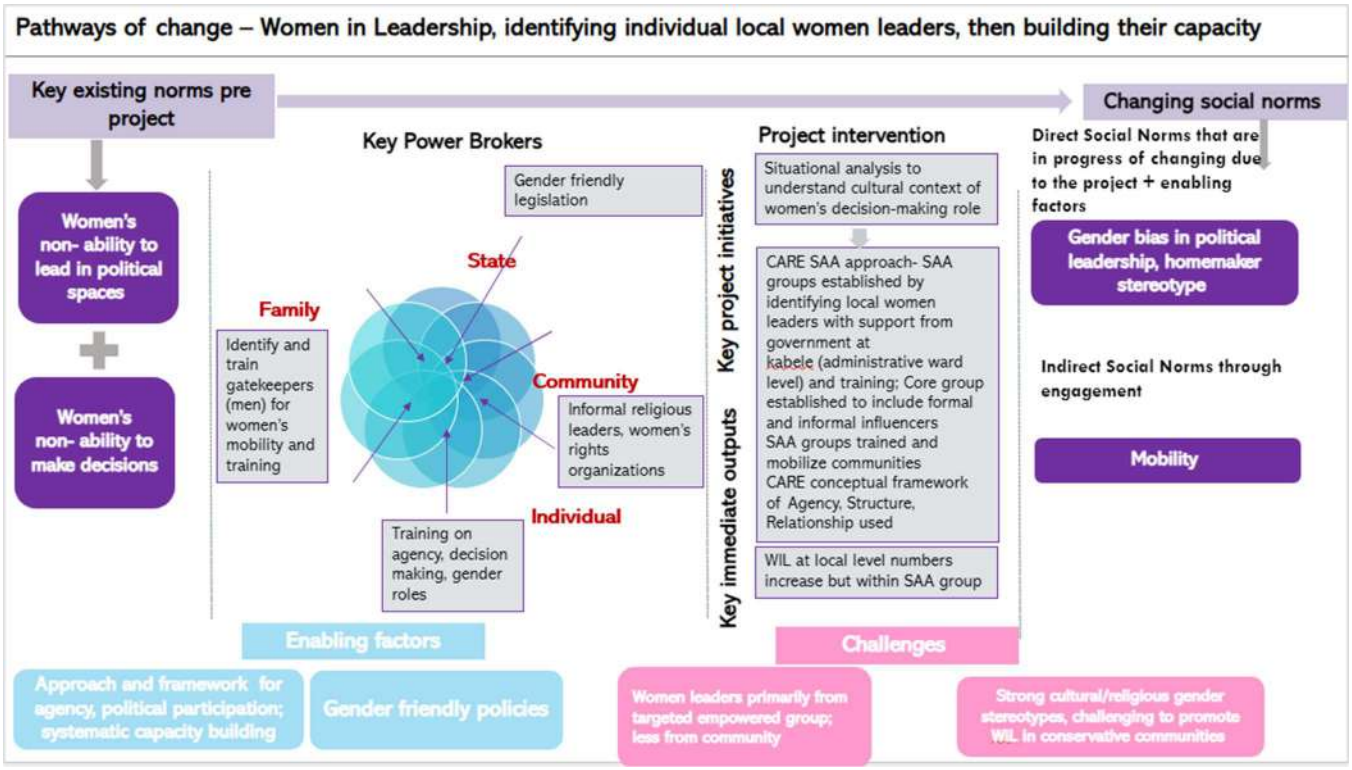
It utilized the Social Analysis and Action (SAA) approach, a community dialogue approach for challenging and transforming positively gender and social norms, beliefs and practices that shape their lives and are at the root of the problem hindering women from leadership aspirations.

The results were designed to be achieved through the following outcomes:

- Improved capacity of selected government partners and community mobilizers to facilitate community dialogue.
- Enhanced community awareness on gender and women empowerment in leadership and decision-making.
- Enhanced aspiration of women members of the Community Dialogue group to take leadership and decision-making role.
- Improved attitude of men community leaders to serve as change agents and gender champion supporting women's aspiration in leadership and decision-making.


Pathways of change – 1. EVAW: Individual +collectivization → to own family, then other families/persons/groups using a socio-ecological model of influence
Key existing norms pre project
Violence against girls and women
PLHIV stigma prevents access to health and other support services
Enabling factors
Identification of motivated, development trained volunteers for community working groups "backbone" + media + strong interlinkages
Use of SASAI Methodology, for capacity-building, and community action; referral system available
Key Power Brokers
Community radio, social media (internal), drama group
Police, health, local councils through Community action Group members
State
Family/Kinship
Advocated to own family members, P2P and neighbors
Media
Community
Community activists' groups, local community groups e.g. Ekube credit groups, schools, Iddir, etc
Individual
Using SASAI (power relations) self reflection of bias, TOT
Project intervention
Key project initiatives
Identifying volunteer, community activists, community stakeholders, media representatives
Training using 4 phase SASAI Approach; 2 to 3 years; communication materials
Community mobilization including coffee ceremony sessions (cultural) to sensitize community members followed by planned activities; interlinkages between community groups, media, drama
Intersectional approach
Reach and circles of influence
Key immediate outputs
Use of in-built tools – mainly pencil-paper indicate progress in KAP but hard to track actual change in social norm behavior
Violence norm interpreted as extreme violence (rape), HIV related and child violence
Limited reach wrt population
Normalized domestic violence, IPV challenge to address systematically; Methodology = norm I
Need to complement with other programs e.g. livelihood
Backlash experienced especially when talking about extreme violence within family; resistance
Changing social norms
Direct Social Norms that are in progress of changing due to the project + enabling factors
Broad understanding of gender power imbalance, less emphasis on domestic or intimate partner violence
PLHIV - Decrease self stigma and by wider community; other programs contributed
Indirect Social Norms through engagement
Agency and confidence power within, power with community groups visible but power to and power over in process according to SASA 4 phases.
Barriers
Scale-Limited reach of community receivers; men and boys
Longer engagement and scope/scale of work


Pathways of change – 2. EVAW: Institutional approach → through inter-faith institutional approaches, including diverse Christian faiths
Key existing norms pre project
Violence against girls and women – FGM, IPV, domestic violence, child marriage
Toxic masculinity
Enabling factors
Institutional and inter-faith working at existing structures for sustainability and resource efficiency, buy in from top leadership
Integration of EVAW with other interventions – WASH, humanitarian, others
Facilitating Role of Implementing Partner – Trust building
Key Power Brokers
Faith and public radio, social media (internal),
Collaborate with state structures Police, health, local councils
State
Family/Kinship
Home to home visits, counselling by clergy with women representatives
Media
Community
Religion
Faith based groups – women's groups, youth groups, schools; CSOs
Inter-faith dialogues, within religious institutions – Orthodox, Catholic, Islam etc to mainstream EVAW
Using many change models SASAI (power relations) and (FRAME), self reflection of bias, TOT
Project intervention
Key project initiatives
Sensitizing top religious leadership of all faiths and coordinating on a common platform
Supporting "theological reflection" development of diverse faith-based resources on EVAWG for clergy, schools, parishes including Quranic schools,
Existing structures of each faith sensitized for EVAWG
Use of public and faith-based media
Reach and influence using an institutional approach all levels
Key immediate outputs
Integration of EWAG in theological curriculum, workplans of churches, faith-based schools curriculum, pre-marriage counseling, conflict management modules for households
Open discussion on IPV and domestic violence
Wide reach among faith populations
Gender desk established in religious structures
Changing social norms
Direct Social Norms that are in progress of changing due to the project + enabling factors
Focus on gender violence and power imbalance, clear emphasis on domestic and intimate partner violence; FGM, child marriage and positive masculinity
Indirect Social Norms through engagement
Addressing patriarchy in religious structures – gender audits and women's representation
Engaging men as they are dominant in religious institutions
Barriers
Longer engagement and multi-pronged approach needed for women's voices
Islamic structures are decentralized and require diverse regional sensitization



Conclusions

Tools Approaches

- Use of different well-developed methodologies e.g. SAA or SASA!, IP supported by those who have developed these; methodology is synonymous with gender norm targeted. Methodology perceived as social norm change
- IP capacities for WIL, EVAW programs systematically developed for the methodology; government stakeholders were familiarized with the methodology
- Overall approach: selected development-oriented individuals (who have their available circles of influence) are invited to community activist group and are trained to work with communities in a structured way as change agents, supported by a core action group representing formal stakeholders. Selection, training and motivation of these individuals is crucial for the success of the implementation. Media – community radio and drama group widely disseminate.
- Community members who are sensitized BY the trained core groups are expected to disseminate to other members- usually limited to a few in their near circle of influence. The question is therefore of scale, as social norm change requires critical mass.
- Institutional systematic approach in EVAW (one IP) – clear strategy for inter-faith, faith-based interventions using existing structures, faith- based media and addressing contextual sensitivities. Issue based social norm change for GBV including IPV, FGM, domestic violence, sexual harassment. Use many tools, approaches as per context.

Gender and Power

- Religion: Two pathways of change: a) Church clergy included in the community action group or activist group who work with the community; may also work formally with their own church, similar to other formal stakeholders such as representatives of local government, health sector, education and so on b) Another model is to work with religion representing an institution of power and trust; systematic inclusion of theology and gender; capacity building, partnerships, existing structures (theology institutions, schools, women's groups, religious practices). Work with leadership for buy-in and then use trust to change norms downstream.
- EVAW (most IP) and WIL use "individual change agents" approach, collectivized as groups for social norm change and made aware of 'power imbalance'. A community led sustainable model but extent of reach to achieve critical mass for social norm change unclear since geographical reach is small due to funding and constraints of approach.
- WIL – women leaders at local level increased political participation does not mean increased political decision making, as too local level.
- EVAW – defined methodology used, not clear which social norm is targeted but some evidence regarding overall understanding of violence and priorities of child labor (at home), extreme cases of violence (rape) being addressed followed by child marriage, FGM, economic violence. Domestic and intimate partner violence difficult to address as it is normalized.
- Backlash not prominent in WIL but some for EVAW, faced by community activists and core group on certain issues of extreme violence such as rape in the family.

Conclusions

Measurement

- Outcome 3 reporting available for some indicators only. Project specific indicators are available for evaluation.
- Linked to the approaches used (SAA, SASA!), Implementing Partner has uniform monitoring or evaluation tools mostly paper and pencil to assess change in norms. Challenge would be to collect evidence on observed changes in behavior (and not reported change) possibly requiring innovative, participatory, community-based tools

Advocacy – upstream at policy

- In spite of contextual challenges, CO has initiated, supported several policy and action plans related to women's empowerment, with various ministries and media authority; forums and networks on women's issues supported by CO
- UNW Ethiopia positive relationship with government stakeholders widely recognized.

Other

- Previous work with HIV stigma and discrimination is an important stepping-stone for IP to work with social norm change.
- Internal barriers, few opportunities (except RESPECT by ESARO) for staff to build capacity on social norm change.
- External barriers for social norm change are high volatility and instability of the government, high turnover, conflict.
- CO planning to use innovations such Outcome Harvesting to assess social norm change
- Long term engagement is needed for social norms change

CO internal recommendations

1. Different countries use different tools (RESPECT, SASA, other) but need to have uniform tools/methodologies or learning from examples in different sectors or issues (say for IPV, others).
2. Also need clarity on what is working and what can be adapted to different country contexts.
3. To harmonize different tools used at country level across different thematic areas

4. Measurement and evaluations- need for close support and guidance, training, how to document and M&E for social norm change. Tracking results and development of standardized indicators
5. Internal reflection within CO on existing gender norms, bias.

Programming Principles

Program related

1. Engaging high profile male influencers on identified gender cultural norms e.g. gender stereotypes, gender roles, domestic violence
2. Holistic program approach i.e. incorporating economic empowerment, service provision, environment, prevention with response, peace and security as they are inter-linked
3. Local level actor involvement and strong ownership and use of existing community structures and participatory approaches
4. Context specific program design based on existing norms and cultural issues; tools/methodologies need to be adapted or be relevant to these cultural issues
5. Sensitivity to existing embedded social norms and greater ownership for change in these; listening to community voices
6. Longer-term engagement for programs, core funding, not project dependent
7. Synergy with existing initiatives and public sector institutions for norm change and sustainability
8. Inclusion and diversification – IDPs, disability, men and boys, inter-generational

Internal management related

1. Not to duplicate and use platforms for engagement with other UN entities
2. Alignment with existing strategy and national action plan
3. Management systems to reflect on and learn about social norms – adequate time and spaces needed and identify gaps in support system for smooth program implementation
4. Better conducive internal systems and understanding between operations, programs and management

Programming guidance

Program related

1. Participatory and bottom-up program design – how to involve the voice of beneficiaries
2. Mentoring and coaching, role models as a strategy to be adopted at community level
3. Joint resource mobilization and long-term engagement requirement in any program proposal
4. Collaboration and partnership with more experienced implementing organizations or those with greater technical guidance

Internal Management related

1. "How to" for better coordination between UN agencies and CSO
2. Accountability mechanism guidelines and tools internally and externally; and also for intersectionality and LNOB
3. Donor education on long-term engagement and going to scale; feedback mechanisms in place
4. Adaptation guidance for volatile country contexts
5. Cross-cutting guidance on social norms
6. How to track change in social norms – tools, methods – use of participatory tools done systematically with communities.

Approaches for measuring social norms

- UN Women SP Outcome 3 reporting available for some indicators only:
  - 3.1 Extent of bias in gender equality attitudes and/or gender social norms among individuals
  - 3.3 Number of countries and/or other actors with comprehensive and coordinated VAW prevention strategy
  - 3.b Number of community or organizational level UN Women programmes that address behaviour and/or social/gender norms using evidence/practice-based methodologies
- Project specific indicators are available for evaluation
- Linked to the approaches used (SAA, SASA!), Implementing Partners have uniform monitoring or evaluation tools mostly paper and pencil to assess change in norms
- Challenge would be to collect evidence on observed changes in behavior (and not reported change) possibly requiring innovative, participatory, community-based tools

Niche area of UN Women

- Coordination/convening mechanism with different actors; bringing together diverse actors
- Normative work and partnership with government
- Partnerships with CSOs especially with women's organizatons including strengthening their capacity such as to influence an inform normative changes
- Ability to embed social norms in some thematic areas e.g. Women's Economic Empowerment
- Delivering gender-based training
- Advocacy with UN sister organizations and government on gender issues; expertise recognized

Annex 12.2 Samoa Case study

Methodology
(include and mention participatory process and adaptations)

Locations visited: Apia, Upolu and Siutu, Savai'i + FGD participants from Asau, Salei'a, Vaie'e in Upolu and Lalovi and Lotopu'e in Savai'i

Summary of persons consulted: 86

- **Country Office** — 5 personnel from the office engaged through an initial discussion followed by co-creation session
- **Community** — 60 Rights holders reached through FGDs
- **Partners +CSOs** — 14 Partners (CSO's, IPs, UN) reached through interviews and group discussions
- **Government** — 2 Key government stakeholders engaged
- **Advisory Group** — 5 Women leaders in Samoa engaged through a pre and post field visit discussion

Country context

Talofa

Samoa is world's second-largest Polynesian group with its own constitutional foundation. The traditional culture of Samoa is a communal way of life based on Fa'a Samoa, the unique socio-political culture.

Key Country Statistics	
Population	222,382
Income Level (GNI per capita US $)	5870
Human Development Ranking	111/189
Gender Inequality Index	0.418 (Ranking 99)

As of 2017, women made up to 31.5% of the labor force participation. Women outnumber men in the formal economy and earn more than men on average. However, the burden of unpaid domestic and care responsibility continues to fall on women.

Almost half of all women in Samoa experienced physical/sexual violence in their lifetime. 20% women have experienced rape and 86% have undergone intimate partner violence.

100% of women and girls with disabilities surveyed experienced violence or abuse of some forms. Social attitudes and behavior towards violence against women is commonly accepted and justified as 70% women believe men sometimes have good reason to beat their wives.

The perceptions about women's role is rooted in norms that reinforce the idea that married women take their status from their husband and men assume role at the decision-making level in the public sphere

The 2021 general election had five women directly elected in the parliament. 9.8% of women take seat in the legislative assembly.

Barriers continue to exist as only women who hold *matai* titles can contest for elections- acquiring the *matai* title was prohibited for women in 7 villages and sub-villages (2015)

Country context – Advisory Group Insights

An understanding of social norms in Samoa must be contextualized to its unique culture and traditions: *Fa'asamoa* (the Samoan way) principles are the cornerstone of societal attitudes and behaviors in Samoan society, serving as the basis for accepted social norms.

- The concept of *'Aiga'* or extended family plays a pivotal role in providing support networks and imparting a sense of individual responsibilities and obligations.
- The Samoan community at the village level functions as a close-knit unit, fostering a strong sense of collective accountability among its members. Age, status and service to the community determine who can be a leader.
- Samoan youth are taught to hold deep reverence for their elders, reinforcing the importance of respecting authority and tradition within the society. Intergenerational respect binds the community.
- The church occupies a central and intertwined role in Samoan life, with church ministers serving as highly respected leaders within the Samoan community.

Women in Samoa have clearly defined and institutionalized roles both within their own villages and in their husband's villages.

- In the husband's village, *Nofotane* (daughter-in-law) can face potentially face alienation because of a lack of support system
- Village councils are responsible for safeguarding the rights the community, but some villages still prohibit women from holding leadership positions (matai chiefs). Even with a formal title, women might not be able to engage in decision making.
- The acceptance of *Fa'afafine* (men who identify as women) is more common in Samoan society compared to *Fa'afatama* (women who identify as men), reflecting a perception that men can adopt female roles (Fa'afafine) but not vice versa.

The term "feminist" has a political ideology attached to it and some individuals and institutions may not want to be linked to the term. Similarly, the term social norms is not commonly used and may not be readily accepted.

UN Women in Samoa: Overview of social norms efforts

UN Women Samoa focuses on addressing social norms through two outputs in the DRF:

Output 2.1.1 Commmunity mobilization strategies targeting women and men, girls and boys and other stakeholders in faith, sports and traditional entities are implemented using innovative **social norms change** approaches and through key social influencers at national and regional levels.

WSM_D_3.1.2 Government partners and civil society organizations have increased capacity to develop and implement national prevention strategies, policies and programmes to prevent VAWG, **including social norms change.**

Indicators in the SN: ***SP_D_0.3.b*** *Number of community or organizational level UN Women programmes that address behaviour and/or social/gender norms –using evidence/practice-based methodologies (CO, HQ)*

UN Women Samoa integrates social norms in its efforts through 4 joint projects:

Addressing Stigma, discrimination and violence for empowering women with disabilities (ASDWD) (UNDP and UN Women): - This project aims to reduce stigma and discrimination against women and girls with disability facing violence.

Sustainable financing for the 2030 Agenda through viable INFF in Cook Islands, Niue and Samoa (INFF) (UNDP, UNESCAP, UN Women) The objective of the Joint Programme is to operationalize INFFs in Cook Islands, Niue and Samoa to strengthen governments' existing policies and institutional structures for the development and implementation of integrated financing strategies for sustainable development.

(These 2 projects were not looked at in-depth in this case study)

UN Women in Samoa: Overview of social norms efforts (Case study Projects)

Women in Leadership in Samoa (WILS)

- **Budget:** USD 3 Million
- **Partners:** UNDP, DFAT and UN Women
- **Duration:** 2018-2021

Aim: WILS addresses gender and women' issues by engaging both women and men at village level, private sector, public sector, in directorship and Parliament. WILS aims to build and encourage long term process in addressing key women representation issues in Samoa. Three concepts guide the underpinning of this project: women in leadership, theory of change and Samoanisation. Improved inclusive governance and increased participation of women in public leadership and decision-making.

In the theory of change, **four major outputs** are discussed:
Output 1: strengthened opportunities for women's participation in leadership pathways
Output 2: promoting political inclusivity and supporting women's political participation through a focus on development
Output 3: Increased public awareness of and engagement in inclusive and effective political participation
Output 4: sharing knowledge of Samoa's experience in promoting women's leadership

Pacific Partnership to End Violence Against Women and Girls

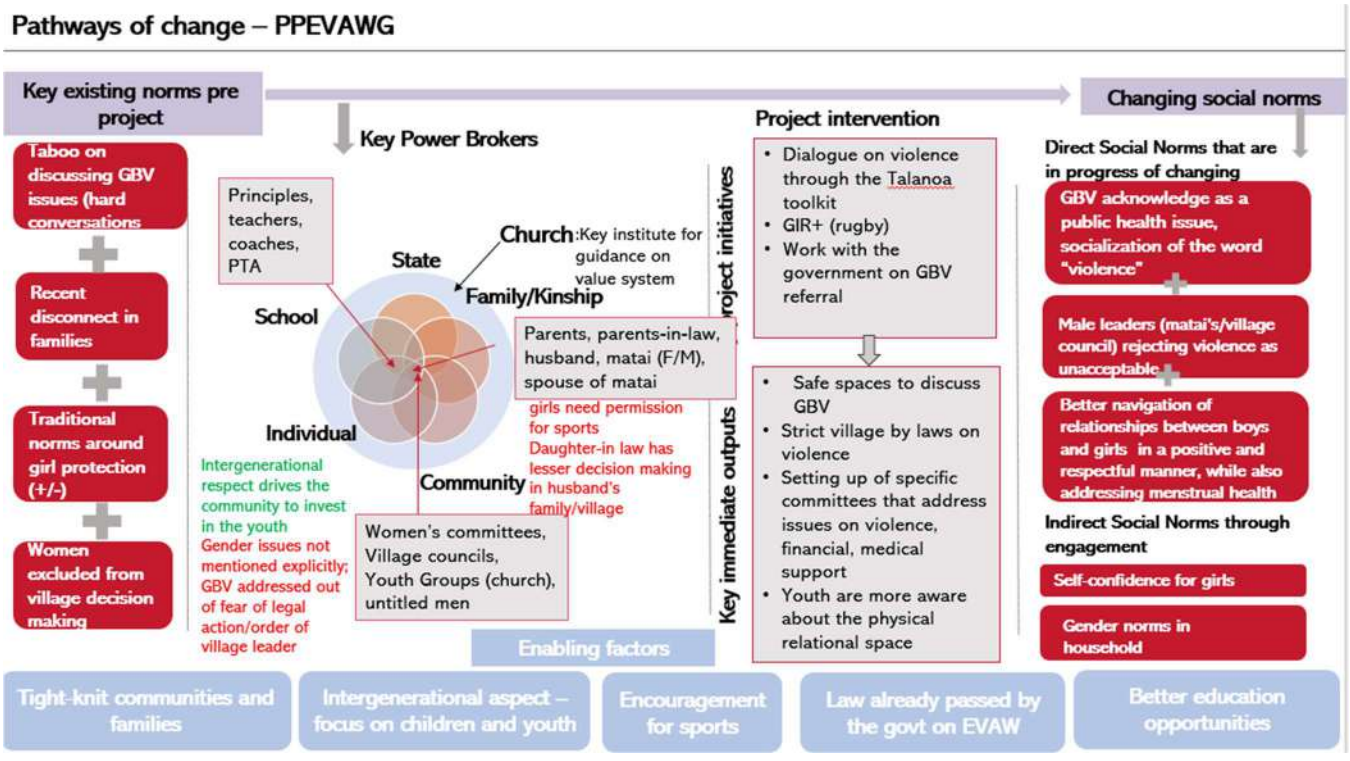
- **Budget:** USD 7.7 Million
- **Partners:** UN Women and PIFS
- **Duration:** 2018-2023

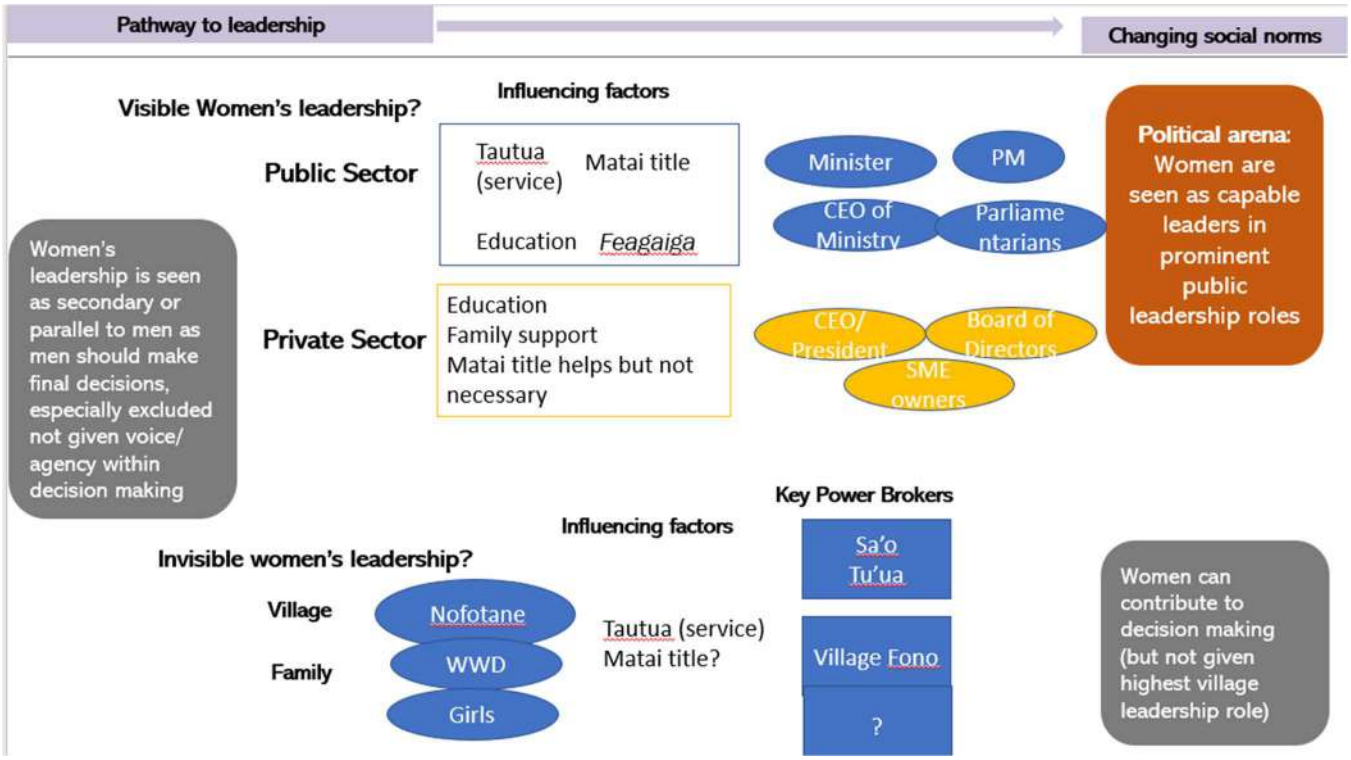
Aim: This programme aims to collaborate with government, civil society, communities and other partners to prevent violence against women and girls and increase survivors access to quality response services.

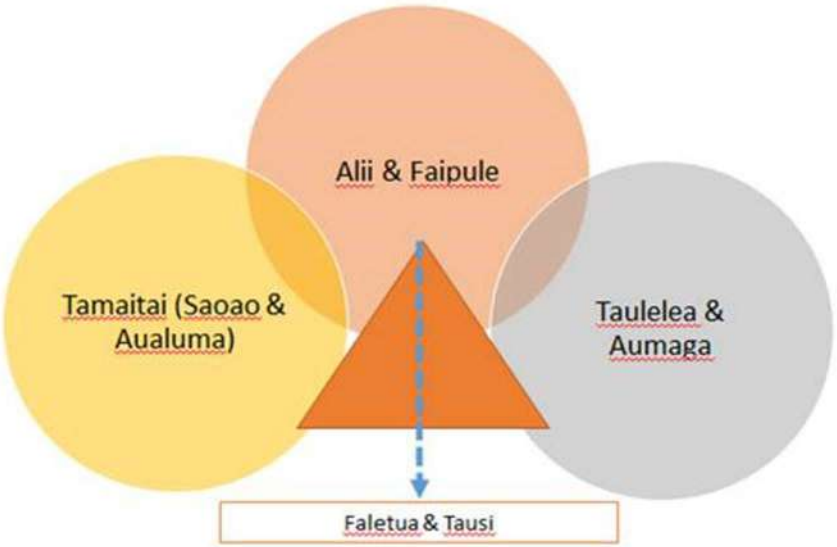
Three outcomes are prioritized for Samoa out of which the following 2 are led by UN Women:

- Transforming harmful social norms to prevent violence against women and girls: Identifying powerful channels of influence such as faith village governance and sports and working across individual, community and society levels
- Improving access to quality, essential services for survivors for gender-based violence: Strengthening work with front line service workers to ensure quality of social services such as counselling and shelter response services for survivors; strengthening access to persons with disability, women and girls with diverse SOGISEC and remote and hard to reach locations

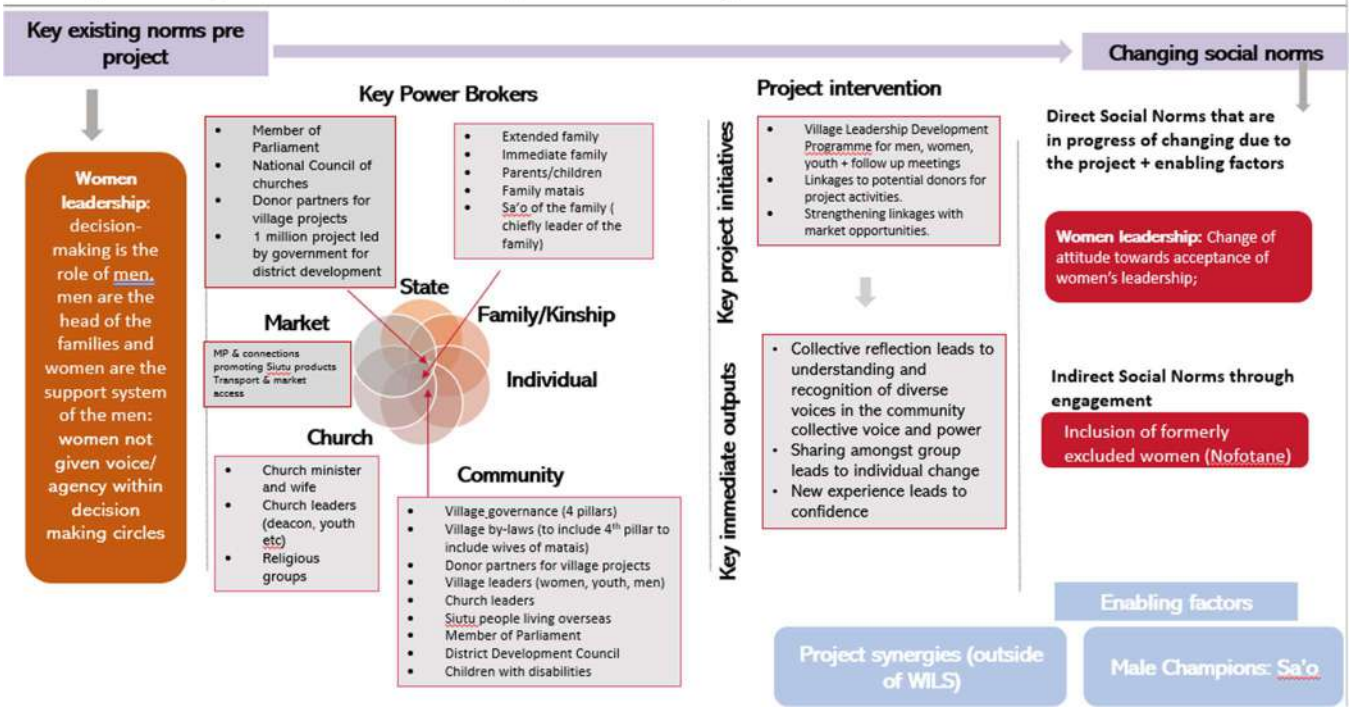
Pathways of change – PPEVAWG




Pathway to leadership
Changing social norms
Visible Women's leadership?
Influencing factors
Public Sector
Tautua (service)
Matai title
Education
Feagaiga
Minister
PM
CEO of Ministry
Parliamentarians
Political arena: Women are seen as capable leaders in prominent public leadership roles
Women's leadership is seen as secondary or parallel to men as men should make final decisions, especially excluded not given voice/ agency within decision making
Private Sector
Education
Family support
Matai title helps but not necessary
CEO/ President
Board of Directors
SME owners
Key Power Brokers
Influencing factors
Invisible women's leadership?
Village
Family
Nofotane
WWD
Girls
Tautua (service)
Matai title?
Sa'o Tu'ua
Village Fono
?
Women can contribute to decision making (but not given highest village leadership role)


Alii & Faipule
Tamaitai (Saoao & Aualuma)
Taulelea & Aumaga
Faletua & Tausi

Pathways of change – Women in Leadership initiative at Village Level



Survey Analysis

More open spaces for learning and exchange are needed.

Induction and capacity building opportunities are not extending to staff at sub-office level, and specific to social norms are needed.

Need support and flexibility for operations.

More support to think through measurement of social norms.

Areas of strength include:

- engaging in policy change
- Working with women's networks/women's advocates
- political empowerment of women

Mixed views on:

- The extent to which social norms work has been integrated (from low to high)
- Whether working with men and boys has made a difference in changing power relations (from neutral to high)
- Projects have resulted in changing structural power asymmetries in families and communities
- Work with faith leaders was rated on the lower end

CO internal recommendations

Need to go **beyond Gender 101** required course -- Need to contextualize gender equality concepts to local realities

- There are local gender courses available – financial support to attend these
- Technical assistance from ROAP on prodocs (now initiating)

Sharing of successful examples to inspire local action

- Facilitate space for reflecting on these bigger picture issues at the local office
- Invitation to share globally (attend meetings/ other UN Women platforms) – very few opportunities to engage with other CO personnel cross-regionally (spotlight was a good example of this)
- Travel exchange useful, but it was a one off

Programming Principles

1. Culturally sensitive programme design (e.g. Fa'a Samoa) based on consultative process
   - Contextualized even at different levels within the society (differences between villages, private and public sectors
   - Respecting power dynamics / hierarchies / structures

2. Flexibility in programming – nuances of norms exist at many levels and they may shift/ as move forward

3. Holistic approach – looking across agencies – but depends on context

Programming guidance

- Strong baseline research and evidence base on the existing norms
- Consultation process with communities engaged and transformative dialogue (talanoa)
- Ongoing research to identify the changes as they occur
- Analyzing entry points for holistic programming and feasibility (may not always apply)
- Ensuring projects are “Fit for purpose”

Insights on Measuring social norms

Summary of approaches and recommendations are based on the overall findings and co-created with CO regarding:

1. Guidance on Talanoa could be developed to support localized monitoring approach.
2. Longer term programming perspective to allow for inclusion of indicators on social norms

Niche area of UN Women

- Providing a bridge – connecting diverse partners (e.g. Lekapi, NOLA) and grassroots
- Advocates for engaging civil society and grassroots
- Long-standing engagement and commitment in the space
- Accountability on gender UNCT – moving beyond box ticking

Conclusions

- **WILS:** explicitly identified social norms as key in achieving advancement of women in leadership and the need for localization / contextualization of each initiative.
- Research was completed to articulate the key social norms and pathways of change (it was completed at a late stage)
- WILS targeted different groups – village – private sector – public sector – each with different initiatives aimed at advancing the role of women within the context of the sector
- Each sector has different power brokers and pathways of change -- understanding of the power titles has evolved with new generations
- Women in Samoa are well respected and used to influencing decisions – "We are unstoppable"
- Where are the excluded – seems to be a gap in understanding around the most excluded/ vulnerable groups?
- Challenges exist around the "old" understanding of power/decision making at village level – but women are understood to hold the power – sometimes in invisible ways
- Where there is exclusion it may be difficult to address given that it may bring shame to the village/community?
- Transformative Leadership training is a tool to support internal reflective dialogue – when this happened with multiple groups at village level it supported institutional change
- Key lessons learned? Ensure research is done at beginning/ pre project or inception phase; identification of most vulnerable communities; exchange between villages – demonstrating the value add of having women in leadership; sustainability? If Sa'O leaves?

Conclusions

PPEVAWG: Explicitly identified social norms in the project's outcome areas.

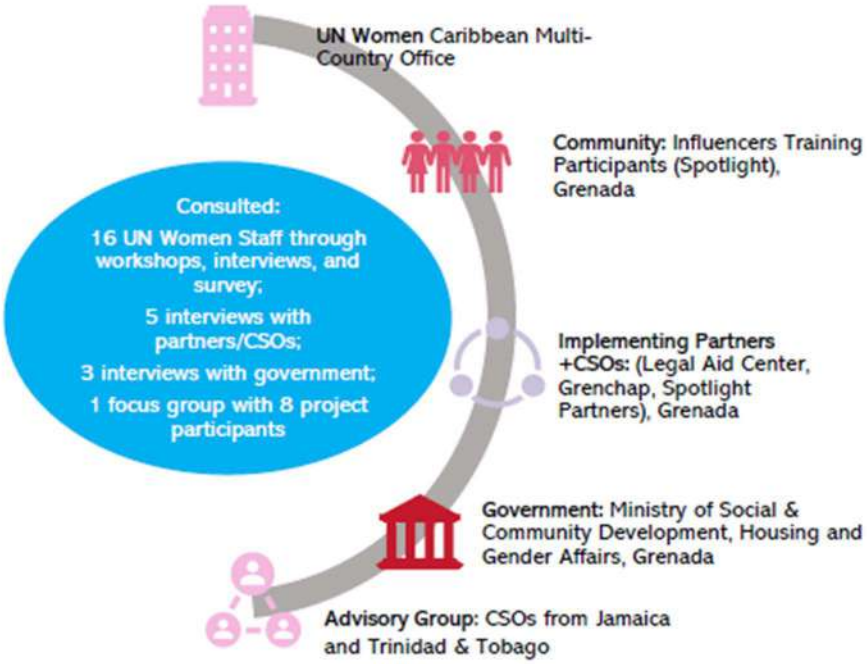
- Tight community networks and village level accountability mechanisms provided impetus to the project implementation: Project stakeholders and participants worked together to minimize problems arising from violence. There was some evidence on sustainability of the project's initiatives, for e.g., some village councils implemented by-laws in relation to minimizing violence. Some village councils have meetings on a weekly basis and the sub committee reports on issues that need to be addressed.
- Shift in mindset on violence has increased communication, enhanced community support, changed women's attitudes on violence and there is now a collective determination to address and speak up against violence despite limited resources.
- The project emphasized the significance of creating a safer environment for everyone. However, a challenge arose as the discussions around violence tended to be more general in nature, rather than focusing specifically on gender-based violence (GBV), which was the intended focus of the project.
- Stakeholders expressed a lack of resources to tackle issues on violence and requested more funding for the time, effort and to initiate more programs.

Suggestions for the next case study

- Looking at nuances at village level – village bylaws to understand differences between villages (accessible from the village)
- Deeper dive of the cultural nuances prior to arrival in country – country culture brief could be developed (like the gender brief)
- Testing of the methods to ensure that they are sensitive to the culture
- Travel arrangements – no staff in sub-office to support logistics
- Ensuring vulnerable groups are included in data collection
- Always having respected national consultant engaged
- Not always beneficial to have programme staff in the room/meetings
- Space for reflecting on bigger picture issues is useful

Annex 12.3 Caribbean Case study

Data collection: stakeholder groups



Focus through **primary data collection** methods (interviews, focus group) at the project level on Partnerships for Peace Program and Influencer Training (Spotlight) in **Grenada**

Data collection: overview

Sites: Barbados and Grenada
Key partners: Ministry of Social Development representatives; Partnerships for Peace (P4P) project stakeholders, Spotlight Initiative partners
FGD participants: Influencers initiative trainees

Summary of data collected:
12 interviews
11 survey responses
1 focus group discussion
4 participatory workshops

Stakeholder group	Partners and Participants		
	F	M	Non-binary
Interviews with key partners	6	2	0
Focus group participants	4	4	0
UN Women (workshop, interviews and survey)	15	1	0
Advisory Group	1	1	0

Caribbean MCO: key internal strategies for mainstreaming social norms

1. Leadership of social norms work in partnerships with CSOs: important for legitimization and sustainability
2. Small grants and tools to partners to implement programming to shift harmful social norms
3. Technical assistance and capacity building as many CSOs in region have limited capacities and resources
4. Results based management to measure impact of programming on social norms
5. Awareness-raising of gender equality and a gender norms lens with other UN agencies in the region

UN WOMEN

Caribbean MCO: key strategies at individual and community level

- **Partnerships for Peace in** British Virgin Islands, Barbados, Jamaica, Grenada, Trinidad and Tobago, St. Lucia and Belize: 16-session psycho-social court mandated curriculum for perpetrators of violence
- **Spotlight** in Grenada, Jamaica, Trinidad & Tobago, Guyana: With Ministry of Social & Community Development in Grenada developed position paper on rights of pregnant girls to formal education, conducted trainings & campaigns to promote gender equitable norms and prevent VAWG including influencer training, ManBox program,16 days of GBV activism; In Trinidad & Tobago conducted advocacy of sex workers rights and worked with women in juvenile centers
- **Foundations Curriculum** in Grenada, Dominica, Trinidad, Guyana, Jamaica: 12-session curriculum to engage young men and women within schools to understand how GBV is derived from patriarchy, challenge harmful gender norms and adopt norms of gender equality, open communication and healthy relationships
- **Social Mobilisation to end GBV** in Antigua and Barbuda, Dominica and Grenada: Raised awareness of norms underlying GBV and gender inequality through edutainment, school-based curricula, community dialogues, advocacy trainings with activists, workshops with stakeholders, women's safe spaces
- **Build Back Equal (BBE):** Host community workshops around perceptions of men and women's work and caregiving and how to have more equitable dynamics
- **Innovative financing tools** for female entrepreneurs in Bahamas and Barbados to access capital and increase private sector financing for women's businesses; host conferences with women leaders to mentor other female entrepreneurs
- **SDG Joint Fund Project** in Suriname to support economic empowerment of female Indigenous and tribal people

Caribbean MCO: key strategies at societal and policy levels

- **Build Back Equal (BBE)** guidelines and tools with SMEs and larger corporations to promote equal pay, reduce sexual harassment at work
- Work with governments to develop policies to distribute care between men and women including subsidies for childcare and legislation around parental leave
- Work with parliamentarians to promote gender responsive parliamentarian decision-making
- **Access to Justice to EVAWG**: Support countries with National Strategic Plans to address GBV and review of domestic violence laws and sexual offences acts with a gender lens
- Support **police institutions** to enhance capacities to end impunity and address GBV: i.e gender responsive police program in Trinidad
- **Caribbean Resilient Inclusive Safe and Smart Cities (RISS)** to increase safety and reduce violence and harassment in public spaces by transforming harmful norms, attitudes and behaviors
- Integrate considerations of gender in climate change and DDR management
- On IASC committee on humanitarian action which has helped advocate how gender is a key element of humanitarian action
- Work with managers, banks, financial individuals to encourage **investing with a gender lens:** i.e how many women employees, parental leave, harassment policies

"We help politicians understand that women's poverty will not decrease unless you reduce their care burdens." (UNW Staff)

UN WOMEN

Grenada: Case study context

- Men predominantly seen as breadwinners and women responsible for domestic duties
- Grenadian women express need for women's autonomy: some willingness to break conservative beliefs
- Belief women must take care of children and that IPV is a private matter was associated with IPV
- Lifetime prevalence of physical and/or sexual IPV is in line with global estimates (1 in 3)
- 1 in 5 women sexually abused in childhood
- New Wage Bill for more equitable gender pay, increasing number of women in parliament, government committed to gender equality
- One of the few Spotlight countries in the region

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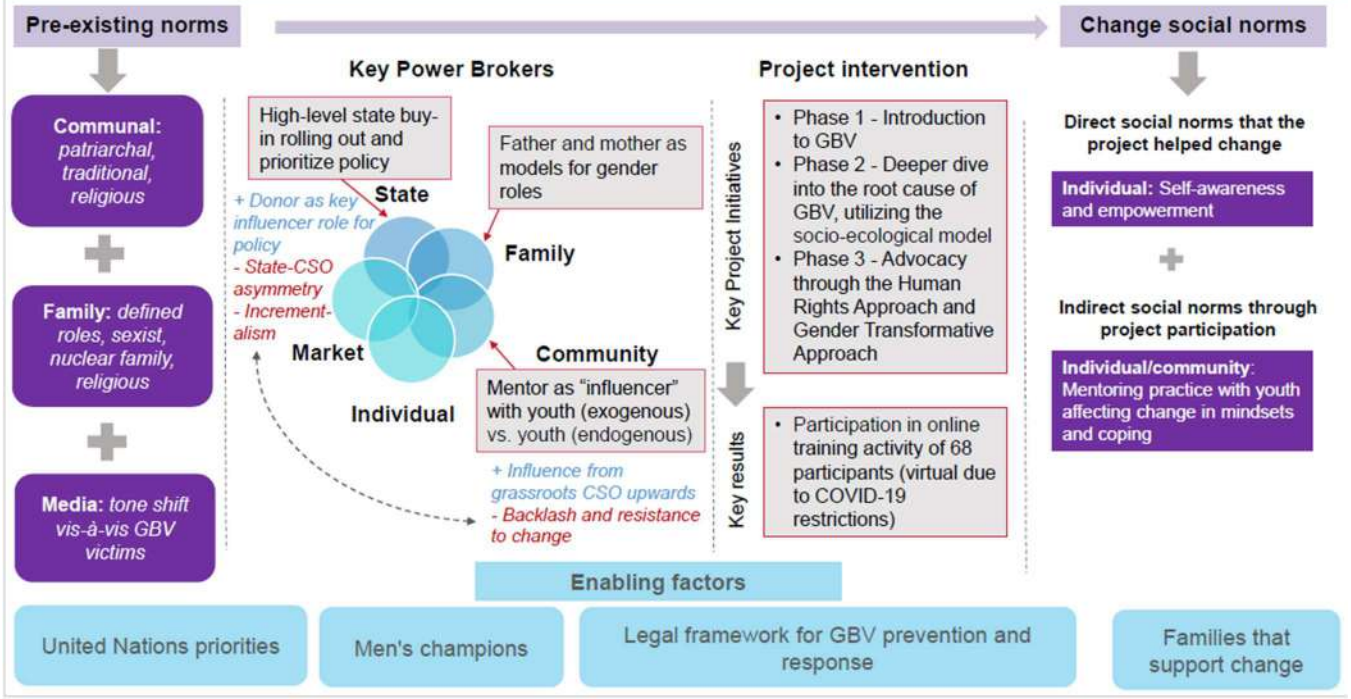
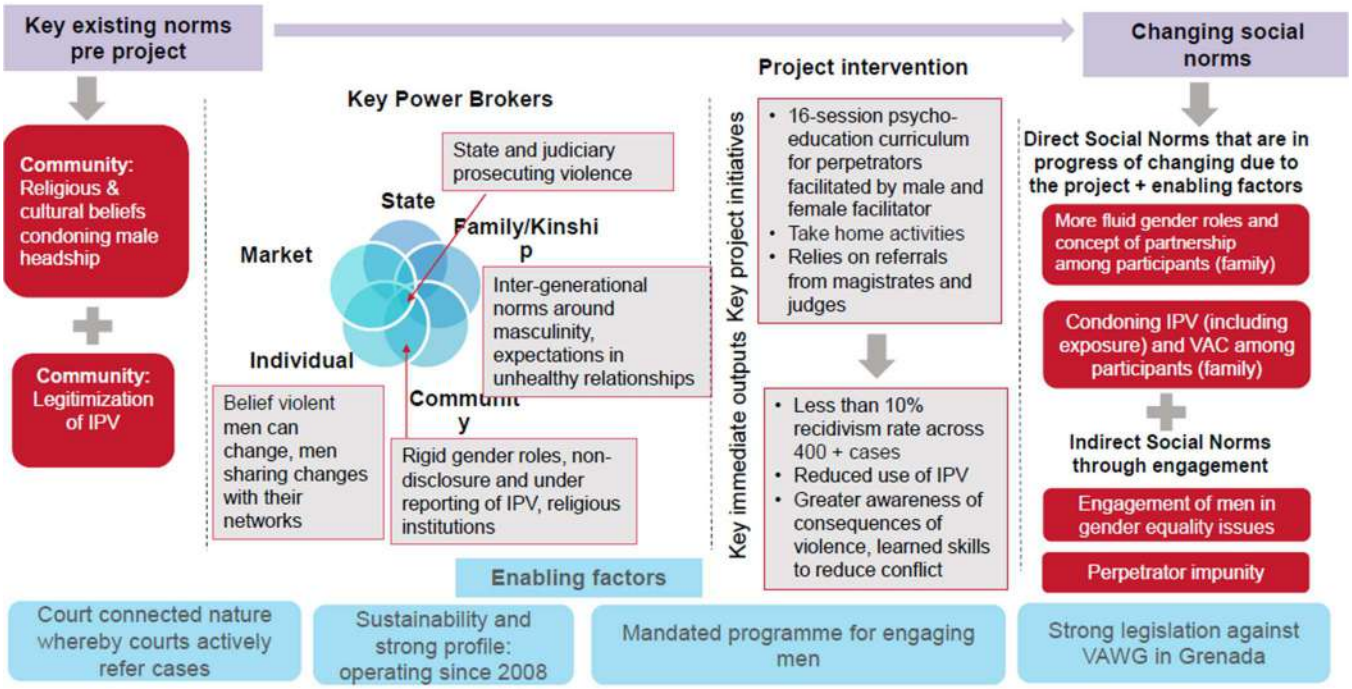
Pathways of change: Influencer Training in Grenada (Spotlight)

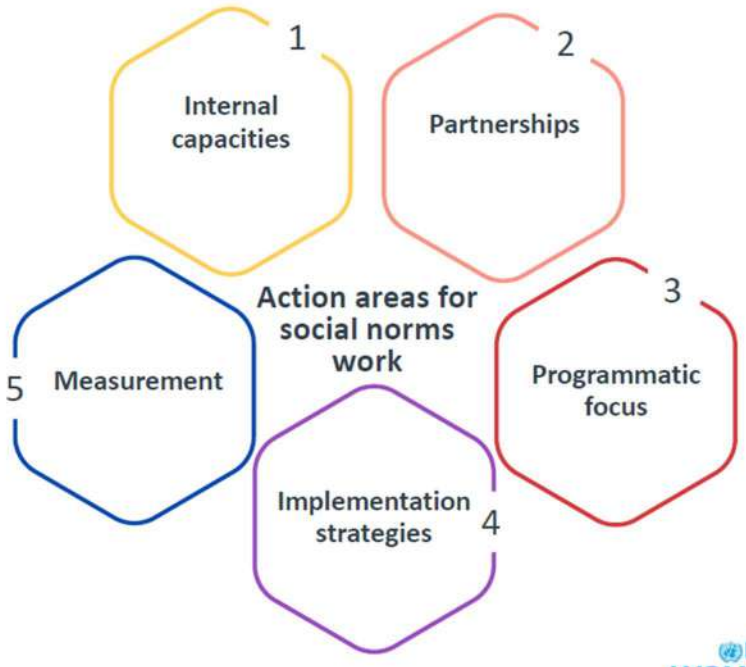


Pathways of change: Partnerships for Peace (Man to Man) program in Grenada



The UN Women Caribbean MCO can consider the **5 recommendations*** across these different action areas for strengthening its work in social norms change based on the analysis of this case study.

*Does not take into account the recommendations being developed for the ongoing corporate evaluation.



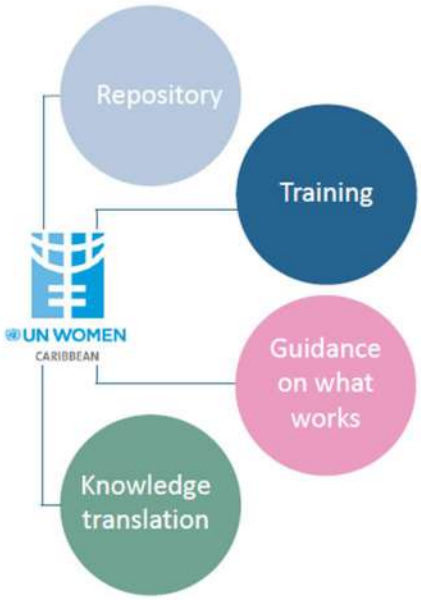
Recommendation 1. The MCO should identify key actions for building internal personnel capacities to consolidate its approach through articulated training, knowledge management, and guidance. This would equally draw on the comparative advantages of HQ and regional support, as well as other country offices.

Internal capacities
of the office to integrate social norms

Key considerations for future action:

- Repository
- Training
- Guidance
- Knowledge translation

Internal capacities for social norms work



Repository
1
Store all data and research produced on gender norms to help align programming and latest research.

Training
2
More rigorous training for staff on social norms mapped onto thematic areas of focus. The survey conducted as part of the case study found that the majority of personnel had not participated in recent training related to social norms.

Guidance on what works
3
More guidance on what has worked to shift social norms and why to draw on evidence-based approaches. Guidance on approaches to shift different types of norms.

Knowledge translation
4
Better use information produced on norms in advocacy & communication products.

"We would benefit from some rigorous training around social norms. Understanding not just what a norm is, mapping the norms of countries we cover or thematic areas we work in, but have a concept note around norms of GBV, norms of economic empowerment, norms of climate change and then different tools and approaches that are best." (UNW Staff)

Recommendation 2. Given the scope and complexity of changing gender social norms across a region as diverse as the Caribbean, the MCO should forge robust partnerships in the area through targeted United Nations partners with both thematic synergy and capacity for scaling; participatory approaches and exchanges to forge an offer of quality and sustainability; and other key areas outlined below.

Partnerships
with key external actors

Key considerations for future action:

Evaluation of partner proposals	Capacity building of partners
Exchanges and regional coordination	Participatory approaches

Recommendation 3. The MCO should enhance its programmatic focus across its portfolio through a more holistic, evidence-based, and encompassing approach that seeks to deepen engagement with communities and leaders.

Programmatic focus

for implementing work on social norms change

- MCO only has a **few programmes** demonstrated to have influenced social norms
- Social norms more likely changed with resources for **long-term, holistic programs** instead of smaller projects
- Using Spotlight and P4P as entry points could add elements around parenting, work with couples, faith-based, media etc. for more comprehensive programme
- **Enabling environment** work including work with religious leaders, legal aid, structural (i.e. lighting, social protection grants)
- Draw more on **behaviour communication strategies**
- Start work **younger** with more emphasis on preventing consequences of inequitable norms (i.e. violence, teen pregnancy)
- Do not **re-invent the wheel** i.e. HFLE through CARICOM education desk

Recommendation 4. In guiding the office's project and programme execution, the Caribbean MCO should adopt drivers of high-quality programming for social norms that target effective approaches for communications, stakeholder engagement, capacity-building and localization.

Implementation strategies

for social norms change programmes

Key considerations for future action:

Reach and access	Capacity-building
Intentionally engagement of participants	Communications

Recommendation 5. To enable more robust measurement of social norms change at the project level, the MCO should introduce quality indicators and adaptive approaches while ensuring partner capacity.

Measurement
of change in social norms

Key considerations for future action:

- Clear and **quality indicators** at the project level that measure social norms, ensuring robust theory of change linked to activities and indicators; document and share experiences to inform more robust results frameworks
- Ongoing M&E can help inform **adaptive programming** and respond to challenges including backlash
- Formulate tools around how to **train partners** on measurement of social norms and offer more support to partners to build M&E capacities overall
- Thematic areas: EVAW and DRR require more attention in terms of M&E of social norms change

"I realized the horror of not orienting partners on how they should be collecting data as implementing partners. We went back to say where are your participants lists, how many men and women attended? They said we don't know, we didn't ask!"(UNW Staff)

Annex 12.4 Mexico Case study

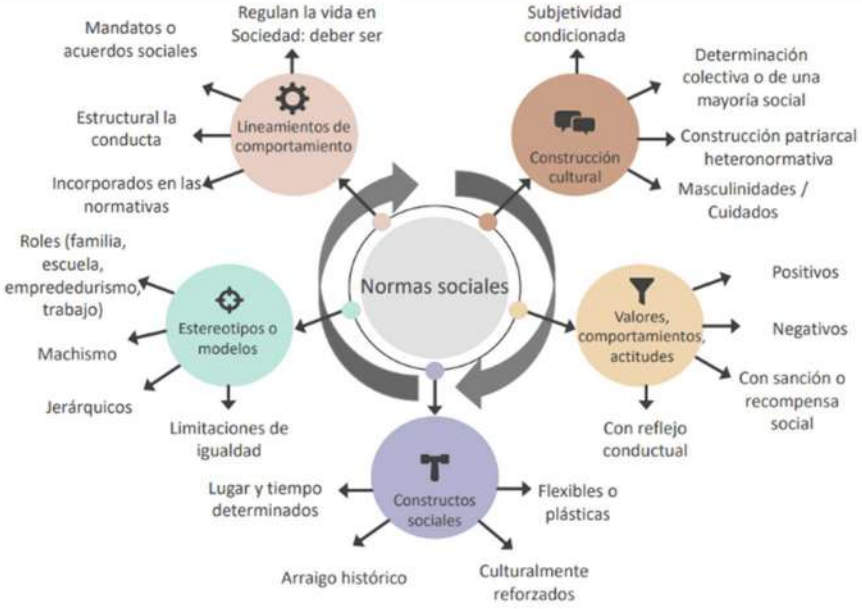
Recopilación de datos: resumen

Grupo de interés	Socios y participantes		
	Mujer	**Hombre**	**No binario**
Personal del Tec	7	1	1
Estudiantes del Tec	3	1	2
Gobierno	1	0	0
ONU Mujeres	16	2	0
Donantes	2	0	0
Total	*29*	*4*	*3*

Iniciativas de ONU Mujeres analizado con recopilación de información primaria:
- Campus Seguro desde 2023 (en curso)
- HeforShe desde 2019 (completado)

Número de personas consultadas: 36
Lugares visitados: Monterrey y Ciudad de México

Oficina de país: normas sociales de género



Se considera esta evaluación como la oportunidad para la OP para definir las normas sociales de género y cómo pueden abordarse programáticamente: "todo puede ser normas sociales y creo que un área de oportunidad que tenemos es la concept-ualización".

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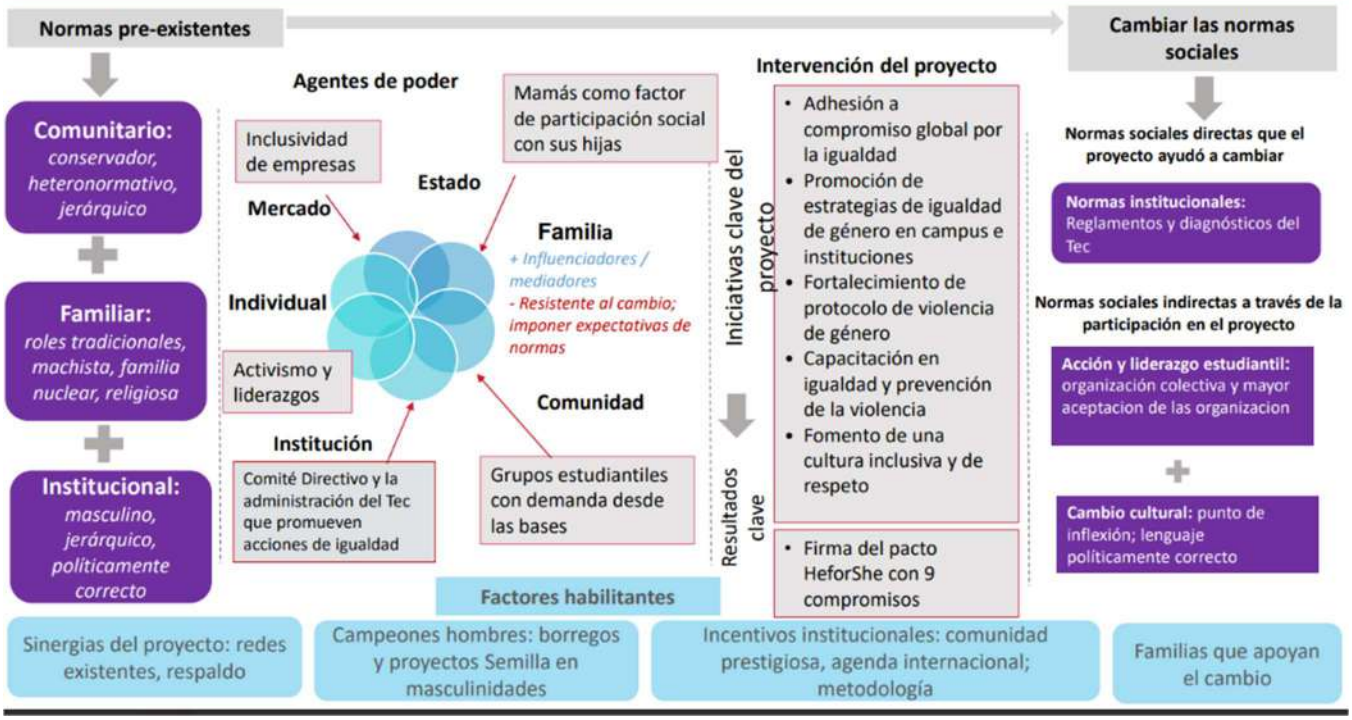
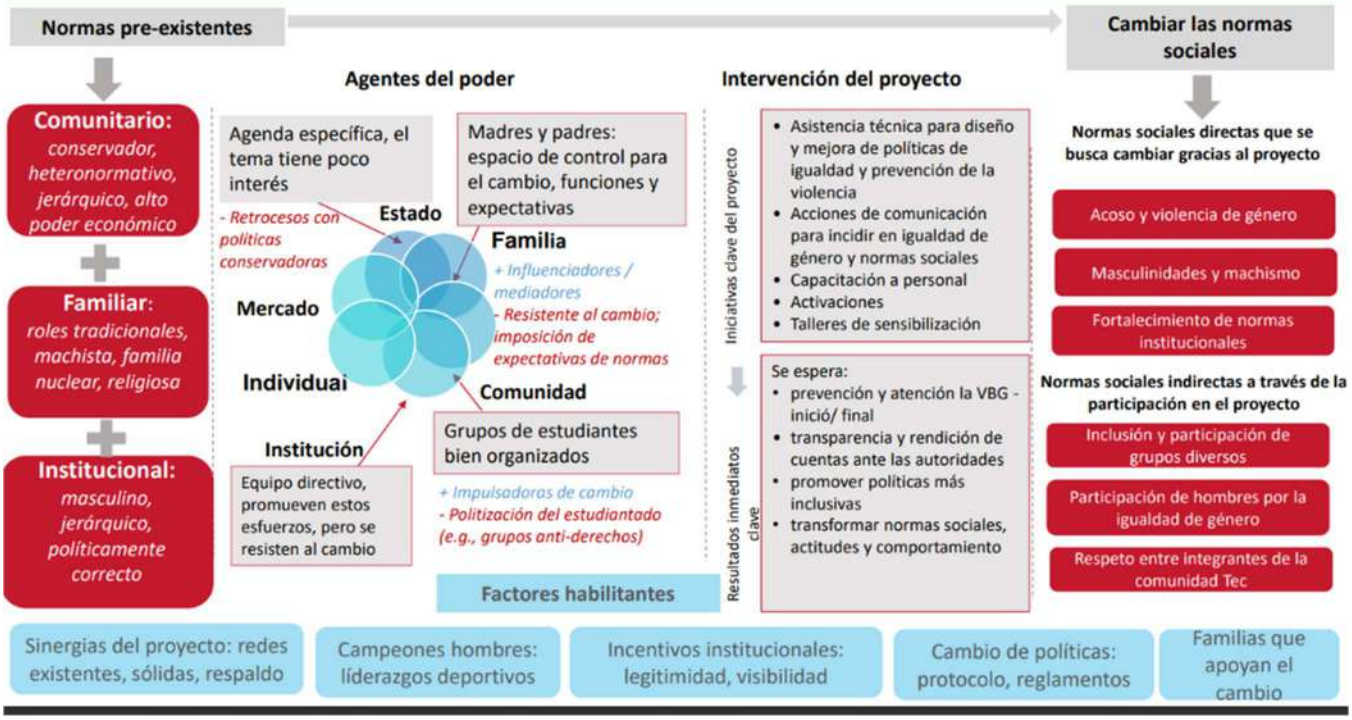
El contexto: normas sociales desde la perspectiva del Grupo Asesor y las personas socias implementadoras

- Énfasis en la importancia del contexto (social, comunitario, económico).
- Énfasis en el grupo social y la interacción de las personas.
- Distinción geográfica sobre la intensidad y el tipo de normas.
- Identificación de amigüedades, discursos construidos y brechas de contexto.
- Señalamiento el reflejo de las NSNG en regulaciones normativas.
- Limitan/facilitan el ejercicio de derechos.

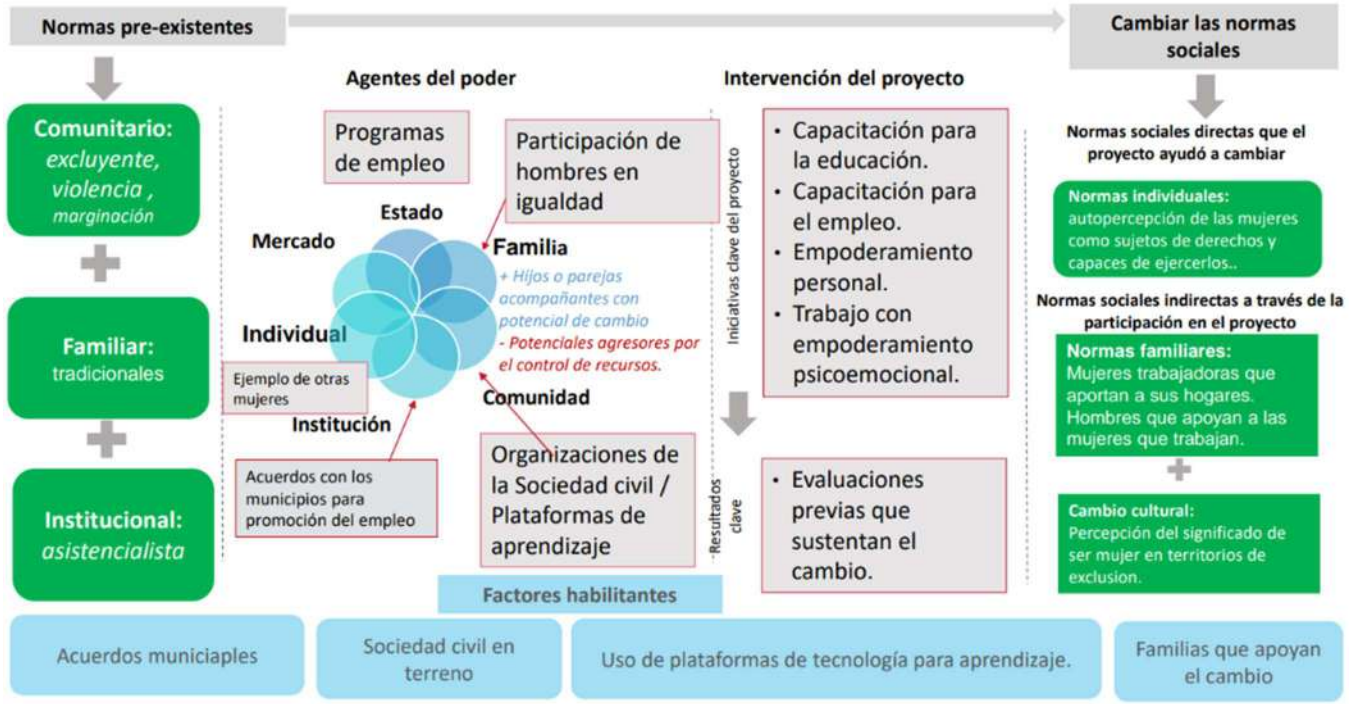
Vías de cambio – #HeforShe



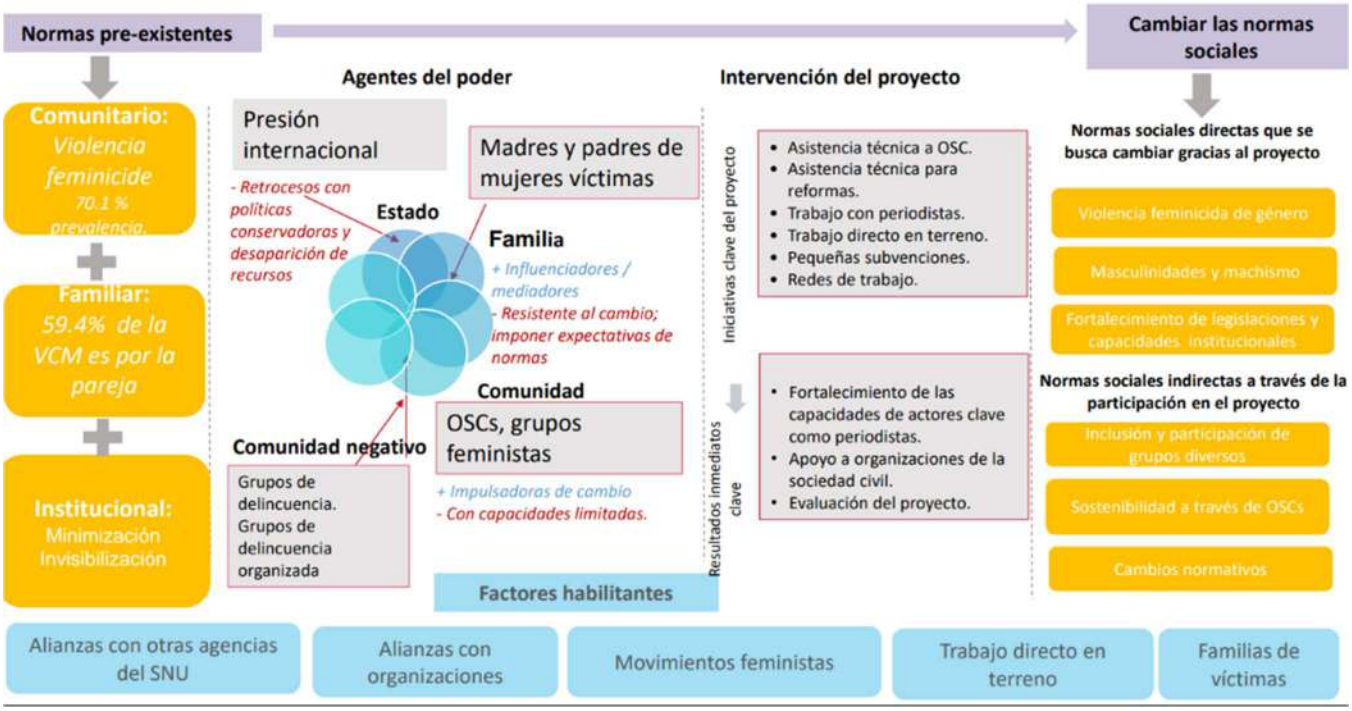
Vías de cambio – Campus Seguro (prospectivo)



Vías de cambio – Segunda Oportunidad



Vías de cambio – Spotlight



Recomendación 1. La OP se beneficiaría de la consolidación de un marco de referencia integral para trabajar normas sociales en los proyectos, que sea consistente, flexible, adaptable, transferible y capaz de brindar fuentes de evidencia que faciliten la reducción de curvas de aprendizaje de los equipos, proporcione directrices prácticas en diferentes contextos, permita el diálogo interno de los proyectos y facilite la competitividad de la OP para la obtención de fondos.

Apoyo interno

de la oficina para la integración de las normas sociales

Medidas para la implementación a través de cuatro áreas específicas de trabajo:

- Talento humano
- Gestión de conocimiento
- Procesos internos
- Presupuesto

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Recomendación 2. Los proyectos de la OP cuentan con los componentes necesarios para la transformación positiva de NS, los cuales se beneficiarían al especificar los componentes que directamente hacen referencia a las NS, la forma explícita de abordaje y una teoría del cambio que refleje la vía idónea para lograr la transformación.

Principios

de la de programación de normas sociales positivas

Medidas para la implementación:

- Establecer las líneas de abordaje en NSPG para los proyectos, que pueden identificar el área a transformar:
  - Lineamientos de comportamiento,
  - Construcciones culturales,
  - Valores, actitudes o comportamientos sociales,
  - Constructos sociales,
  - Estereotipos o modelos negativos de referencia.
- Elaboración de teorías de cambio adecuada a las vías de abordaje (NS, VBG, brechas) y los mecanismos seleccionados.

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ORIENTACIONES DE PROGRAMACIÓN

cómo poner en práctica los principios

Recomendación 3.1. Para el diseño de los proyectos la OP se beneficiaría de diagnósticos que consideren una aproximación integral sobre normas sociales, brechas y violencia basada en género que facilite la identificación de las vías de cambio más efectivas.

Recomendación 3.2. Para el diseño de los proyectos y las vías de cambio la OP se beneficiaría al explorar la evidencia aplicable y disponible y, a partir de ello, plantear los alcances e impactos de los proyectos sobre la transformación de NSNG específicas.

Recomendación 3.3. El diseño de proyectos que fundamenten en NS podría considerar la identificación de facilitadores podrían ampliar su potencial de impacto y reducir los riesgos en la implementación de los proyectos, al identificar también las alternativas.

Recomendación 4. Desde la percepción de todas las personas participantes en la evaluación, la OP tiene una gran oportunidad para la selección, diseño, monitoreo y evaluación de los proyectos con base en indicadores específicos en NS, de tal forma que reflejen adecuadamente las transformaciones positivas directamente atribuibles a sus intervenciones.

Reflexiones sobre la MEDICIÓN

del cambio de las normas sociales

Medidas para la implementación:

- Importante contar con indicadores de desempeño, establecer un compromiso con ellos, visibilizarlos y rendir cuentas.
- Selección estratégica de indicadores de impacto centrados en la medición longitudinal.
- Fuerte interés de ONU Mujeres y nuestras contrapartes: medidas de aceleración de la innovación.
- Recuperación de experiencias cualitativas ejemplificativas, replicables e innovadoras.
- Capacidades mejoradas en los equipos para medición de los proyectos.

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Recomendación 5. La información recolectada sugiere la importancia de desarrollar una articulación más sólida entre el liderazgo político de la OP y una agenda de trabajo sostenible con capacidades de transferencia de conocimiento sobre NSPG y metodologías de implementación acordes a los contextos.

ACTORES CLAVE EXTERNOS
y el nicho de ONU Mujeres

Medidas para la implementación:

- Identificación, construcción y transformación de **liderazgos positivos**
- Abordajes técnicos sobre normas sociales específicas a través de OSC en terreno
- Alianzas con los **sectores empresariales** para cambios generales
- Desarrollo de mecanismos de **medición "transferibles"**

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Recomendación 6. La información cualitativa sugiere la necesidad de acercar la visión del área de Comunicación con los proyectos en terreno y los contextos en los cuales se realizan, donde el mensaje pueda dirigirse no sólo a las poblaciones ya sensibilizadas sino a quienes tradicionalmente quedan fuera para reforzar las intervenciones.

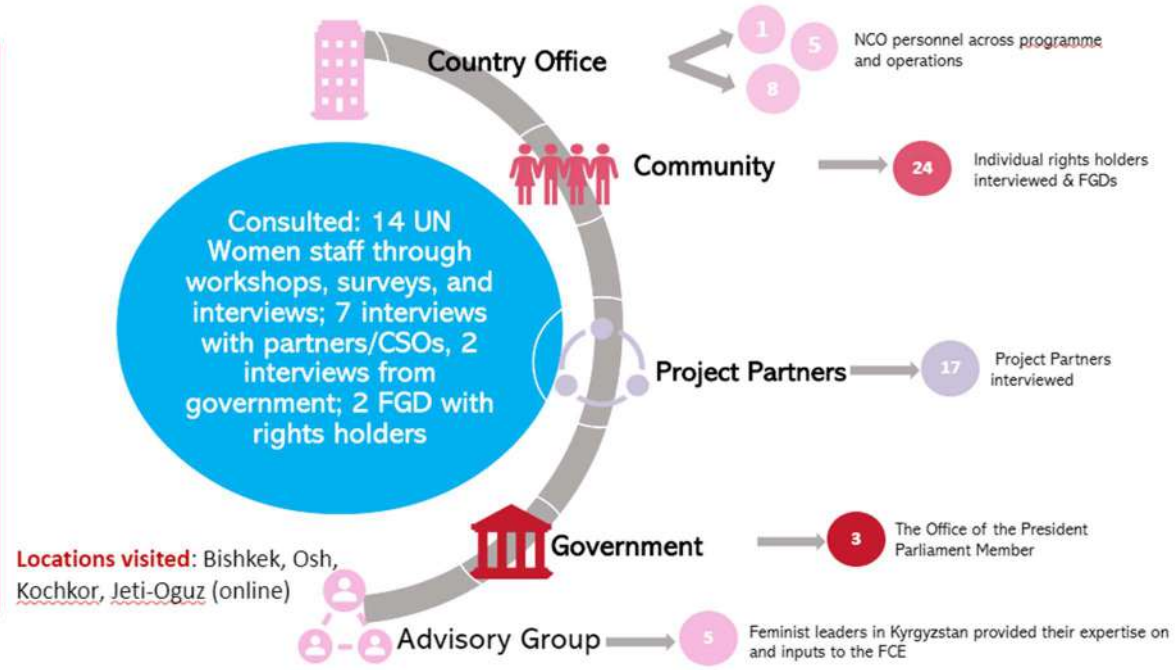
COMUNICACIÓN
para el cambio de normas sociales

Medidas para la implementación:

- Réplica de metodología para trabajo en terreno.
- Transversalidad de la visión del trabajo de comunicación en los proyectos de implementación en terreno para disminuir las disociaciones entre las campañas y las necesidades de los contextos.
- Cerrar la brecha de alcance hacia las poblaciones de mayor marginación y exclusión.
- Reto: movilización de los "no convencidos".

ONU MUJERES

Methodology
(include and mention participatory process and adaptations)



Locations visited: Bishkek, Osh, Kochkor, Jeti-Oguz (online)

Method and approach

Data collection overview by location

Bishkek:
- 2 workshops/14 UNW participants (females)
- 2 FGDs with an advisory group (5 females)
- 6 interviews/12 participants (9 females, 3 males

Jeti-Oguz:
- 1 interview online/1 female

Osh:
3 interviews/8 participants (6 female, 2 male)
2 FGDs/11 participants (9 female, 2 males)

Kochkor:
- 2 FGDs with 11 participants (9 females, 2 male)
- 1 interviews/5 participants (5 female)

Context analysis

1. Country context

- Poverty rate of 38 percent, with 4.4 percent of the population living in extreme poverty.
- Ratified over 50 international covenants (including CEDAW, the Beijing Platform for Action, MDGs, and the Paris Declaration on Aid Effectiveness).

Key Country Statistics	
Population	7.1 million
Income Level (GNI per capita US $)	Lower middle income
Human Development Ranking	120
Gender Inequality Index	FSI 66th of 179

Kyrgyzstan still suffers from high and rising inequalities and faces major regional disparities.

INTERNAL context analysis

3. UNW CO key internal strategies for mainstreaming social norms

- **HIV -** UNW's approach to women with HIV was we need to protect them; they have to be always in a safe space and ensure confidentiality. When they choose to speak up, they do, they can speak up, and they have the capacity to do so, HIV actors are helping these women with HIV to create a safe space to do so.
- **Women in politics.** One of the social norms is that "Women are not ready, women need to be brought into politics, women need to be trained". UNW CO says "Women are ready, they just need space, they just need enabling environment around them".
- **EVAWG.** There is an overarching understanding, not only by the society, even by UNW, and even by service providers themselves, that victims only need to be protected, victims only need support and services. UNW's position is that victims, they are the ones who know what they need, they are the ones who have the experience, of how to get out of the circle of violence.
- **UNW creates a direct space between decision-makers and women rightsholders** themselves without mediators in between.
- **Engaging men and boys** is a cross-cutting component. Within HIV project, UNW is bringing on board both men and women and giving them an opportunity to speak up. Same on women in politics, same on women in violence, etc.
- **UNW is a facilitator** of the dialogues and provides some tools where people can actually dare to question some of the social norms.

INTERNAL context analysis

4. UNW CO programming strategies

UN Women Kyrgyzstan is prioritizing initiatives and programs in areas fundamental to achieving women's equality and finding paths to progress for both women and men:

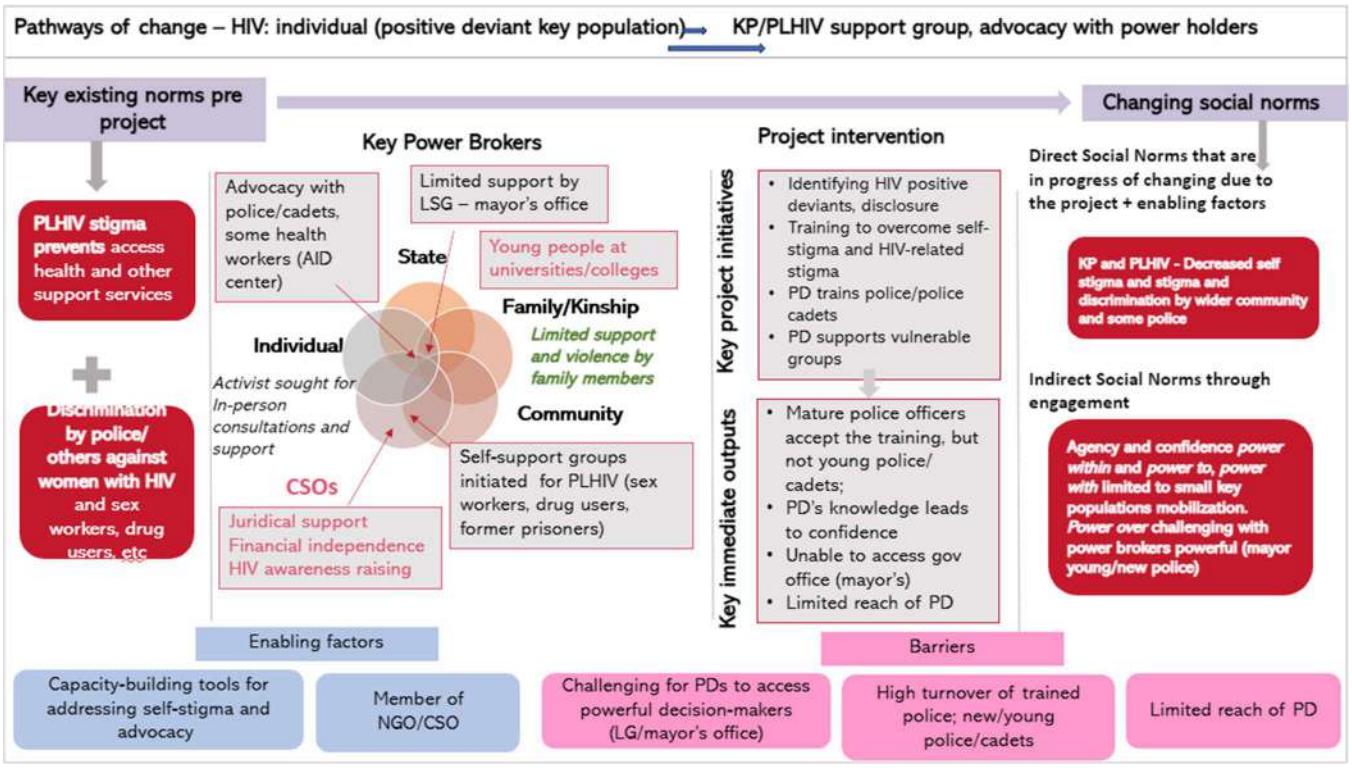
- economic empowerment;
- ending violence against women;
- peace, security, and gender mainstreaming in humanitarian action;
- national planning and budgeting;
- coordination of the work of the UN system.

Project analysis

Positive Deviance Approach in **HIV Field to Support Girls and Women**

Key intervention areas

- **Positive Deviants:** Training and educating key population groups and people living with HIV on positive deviants (54 people). Further information dissemination among peers/vulnerable communities.
- **Information companies**: Organization of informational training on HIV, overcoming self-stigma, and HIV-related stigma (150 women and girls)
- **Training of government:** Training of government officials, municipal health organizations, and decision-makers to increase their sensitivity and awareness of vulnerable community needs (24 people).
- **Youth:** Training of university students and instructors (125 people) on positive deviants in partnership with local HIV NGO;
- **Media:** Information dissemination through social media (3 videos, 2 publications, 2 personal testimonies) reaching out to over 800 people



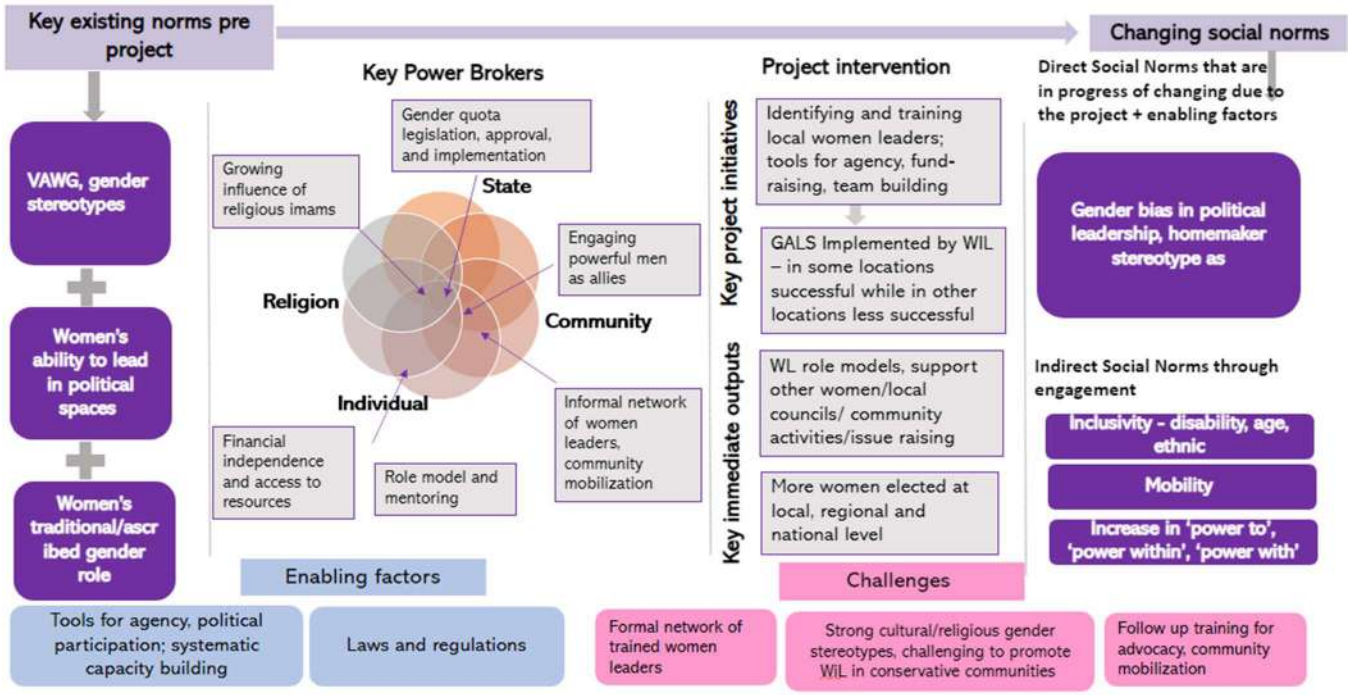
Project analysis

Women in Leadership

Key intervention areas

- **Training of Trainers (TOT)** – increasing the knowledge and skills of the core group of trainers on 'how to conduct training on women's political participation and leadership'
- The trainers delivered a **cascade training** for women candidates for the Parliament members' election
- **Post-training** follow-up and master classes for women candidates to increase their knowledge and enhance self-confidence for participation in public TV debates.
- **Post-elections** follow-up – reflection sessions with women leaders reflecting on the results and findings of the process of parliamentary elections.

Pathways of change – Women in Leadership, identifying local women leaders and building their capacity

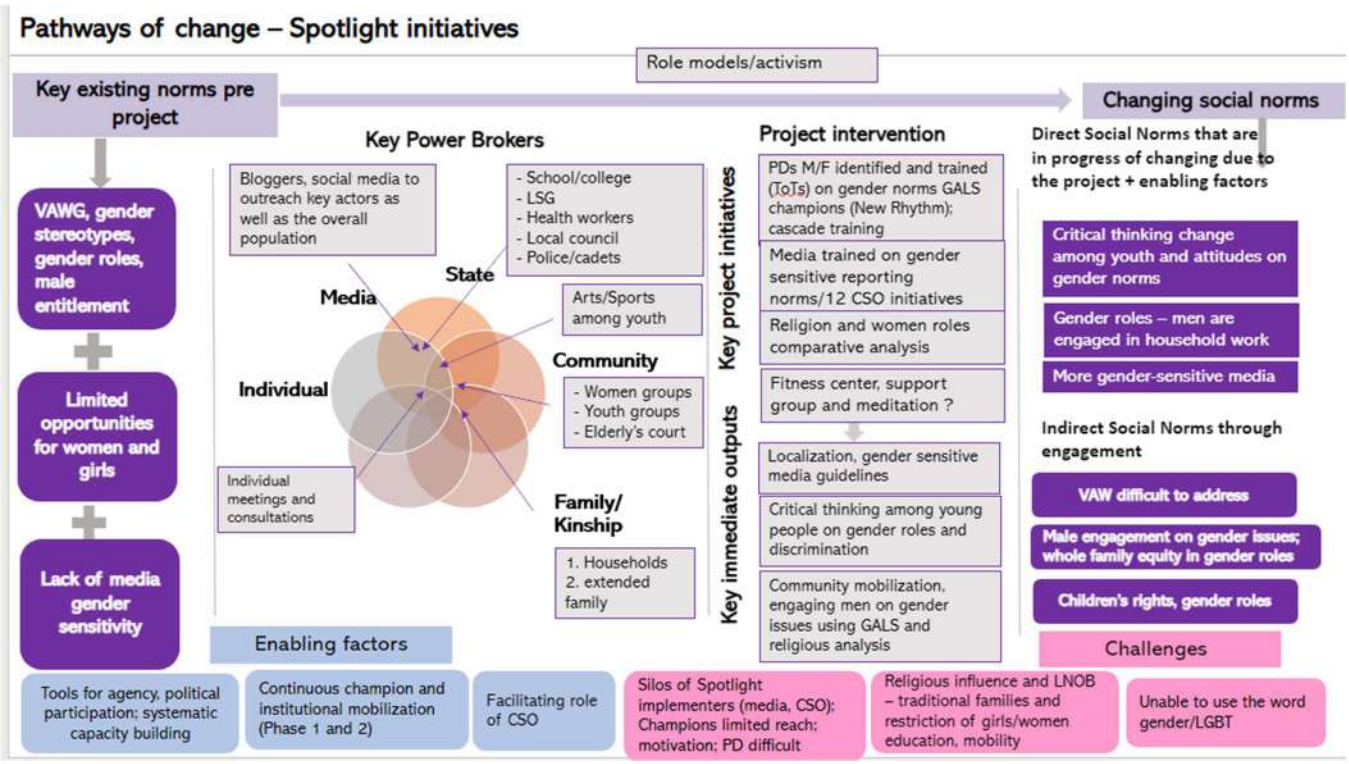


Project analysis

Spotlight – Ending Violence Against Women and Girls

Key intervention areas

- Among the other UN Agencies, UN Women's mandate and priority of focus was achieving gender equality and the empowerment of women.
- As a global champion for women's and girls' rights, UN Women is a key agency for all Spotlight Initiative programming.
- UN Women has built strong experience and leadership in civil society strengthening, in working with women's organizations and movements, governance, peacebuilding, and women's economic empowerment.
- As the facilitator of the UNiTE platform, the agency is well-connected with activists and CSOs engaged in EVAWG. They have also been engaged in national legislation and policy work.
- Their mandate and experience are strongly required for Pillars 1, 2, and 6.



CO internal recommendations

Recommendation 1: The UNW CO should identify key actions for building internal personnel capacities to consolidate its approach through articulated training, interactive workshops, and guidance.

1 Internal Capacity

Examples of how UN Women CO can improve its efforts in capacity building on social norms change? *(Responses from UNW staff)the*

CO internal recommendations

Recommendation 2: While programme achievements in supporting individuals are evident, there is a lack of evidence on how the programmes are reaching critical mass.

CO internal recommendations

Programmatic focus in changing social norms

- Individual empowerment tools need to be well documented as this has been the focus of the programming: How do we upscale from individual to household to collective level? **How do we create critical mass?** How to create these pathways
- Require additional **tools for upscaling**
- **Pool of experts for BCC** in the region or outside that could ensure that approaches or methodology in the Kyrgyzstan context
- Negotiate with donors for **flexible funding**, necessary for social norm change and for HQ to illustrate good examples.
- Empowerment Framework **"power within, power to, power with, power over"** could be further conceptualized and strategized along with an institutional approach. E.g. GALS works on power within, somewhat on power to, less with power with (collectivization and mobilization of groups), and less with power over (power brokers)

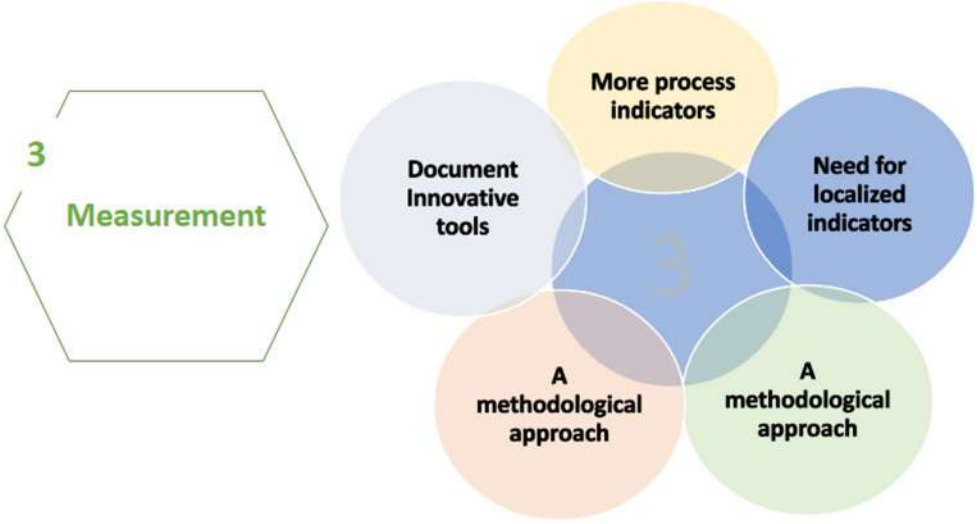
CO internal recommendations

Programmatic focus in changing social norms

- **Building consensus** on what is social norms with different movements – human rights, women empowerment, others; better dialogue with respect.
- Principles for **positive** social norms – to emphasize what is good as well, the 'how' to do so from lived experience (survivors); positive values and diversity. To reframe from negative to positive.
- **Digital tools** – social media platforms, gaming, FB, etc, for promoting social norms
- Pairing outliers and representatives **of LNOB for better engagement** and accelerated change
- Contextual alternate terms for **social norms** and **change,**

CO internal recommendations

Recommendation 3: Currently, UNW CO is not reporting on any UNW Outcome 3 indicators, but the Office is planning to report on Ind 3.2 this year; Not created any indicators to measure social changes.



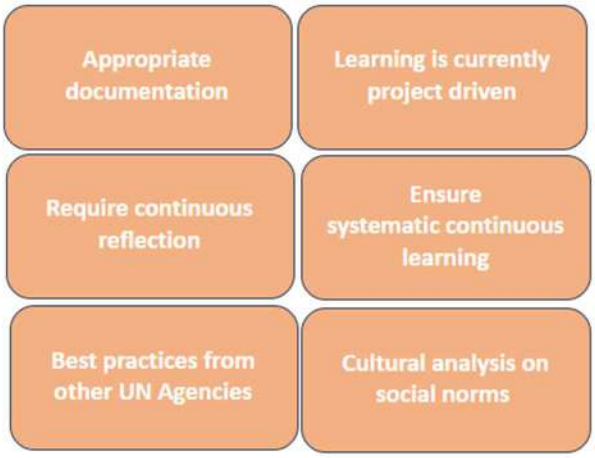
CO internal recommendations

Measurement of social norms change

- **A methodological approach** is needed to measure and observe progress on social norm changes.
- Do not report on any UNW Outcome 3 indicators will do 3.2 this year; not created any indicators and not aware if any Implementing Partner has developed it. Recommend **more process indicators** rather than output or outcome-level indicators.
- **Need for localized indicators.** Spotlight had global indicators and difficult to track them as it was not localized.
- **Innovative tools are not documented/measured separately** but are included in project evaluations.
- Measurement of norms change is anecdotal at the community level. Need for measurement of **overall social norms change.**

CO internal recommendations

Recommendation 4: to understand the effectiveness of the innovative tools, it is recommended to document the effectiveness of them during piloting exercises.



CO internal recommendations

Documentation of tools and social norms work

- Better understand the process of change – what factors support change and **appropriate documentation** of these change processes – to support upscaling
- Need dialogue between internal and external expertise to continuously learn. Currently, self-learning and building capacity of partners require the same level of coaching for CO. **Learning is currently project-driven.**
- **Require continuous reflection** and learning internally about tools, and approaches for social norm change; how can it be facilitated (core funds?) for testing new tools for social norm change, learning, and searching for new ideas.
- Identify examples from various CO on innovation to connect each other so that we learn together, and **ensure systematic continuous learning**, with HQ support.
- How other UN agencies are doing social norm change in the region – and **best practices**?
- Cultural analysis on social norms

CO internal recommendations

Recommendation 5: There is an increased influence and power of imams, religious leaders/and communities on social norms. A lot of data collection participants feel a need for strengthened and close cooperation with these groups of people to achieve social norm change.

Partnerships in changing social norms

CO internal recommendations

Additional institutions of power should be targeted/strengthened:

- **Religion** – Imams, strong groups, Jamaat, religious schools (limited work with religious leaders, institutions who are very powerful). Consider changing the language of gender agenda so that the message is applicable and easily understood by society.
- Not just NGOs, government, and expert sectors as traditionally, but engage the **private sector** as well.
- **Media** – local, and state, bloggers, and social media.
- Engaging **new and young NGOs** - support new initiatives and new organizations;
- The political system has shifted to a presidential form of governance and key messages tend to come from that level anyway. Need for a **national gender platform under the President**.

Programming guidance

1. Flexibility in funding and programing – dialogue with donors
2. Cultural analysis on social norms
3. Internal champions of gender equality, equal rights and non-abusive relationships
4. Role clarification of UNW and partners – for clarity on driving the process, ownership
5. Safe spaces for experimentation, no fear of failure – to encourage innovation – guidelines for management
6. Contextual alternate terms for **social norm** and **change**
7. **Lead with guidance on internal leadership** - using learning from existing corporate reviews on leadership in the UN and to operationalize it/programming.

Niche area of UN Women

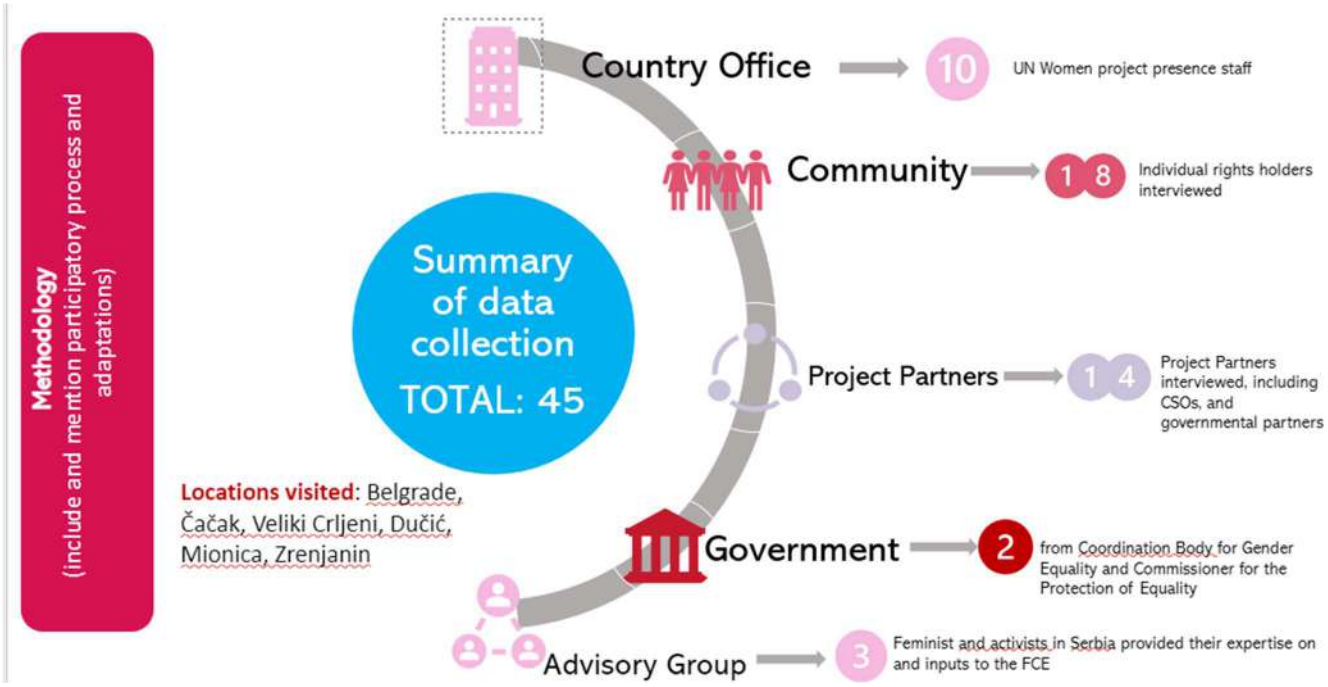
How is UN Women CO engaging with external actors beyond projects?

- Capacity building/advocacy for complex, diverse perspectives with diverse stakeholders e.g. religious leaders – Mufti – raised girls' education and early marriage. Jointly promote advocacy interventions
- E.g. Mayor office invitation for joint initiatives, other Ministries such as Labor for gender equality
- Gender thematic groups – 16 days of campaign
- Cooperation with the Office of the President to mobilize other state officials

What is UN Women niche / added value in the space of social norms?

- Embedding the social norm in every partnership and project (leading to increased demand for GB programming
- Gov partners respect UNW partnership for gender-related knowledge and expertise

Annex 12.6 Serbia Case study



Country context

- **Serbia falls under the status of High Human Development** or higher-middle income country (by World Bank criteria).
- **Political context:** Republic, aspiring to EU membership.
- **Socio-economic context**: Declining and aging population, lower employment and higher inequality and poverty than EU average.

Key Country Statistics	
Population	6,647,003
Income Level (GNI per capita US $)	9,140
Inequality-adjusted Human Development Index - value	0.720
Human Development Ranking	63/191
Gender Inequality Index	0.131 (ranking, 36/169)
Gender Social Norms Index (share of people with at least 1 bias)	76.11%

- **Context for Gender Equality and Women's Empowerment:**

Serbia is signatory to Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) and adopted Beijing Declaration and Platform for Action.
However, gender inequalities are systematic, manifesting as lower participation of women in political decision making, lower economic participation, obstacles in access to resources (property, financial markets, technology, transport), overburden of women by domestic unpaid work and family care and prevalent violence against women.
Laws and policies for promoting gender equality, prohibiting discrimination and empowering women are developed but not effectively implemented. Institutional mechanisms for gender equality are established but currently with low commitment.

Country context – Advisory Group Insights

- **Patriarchal gender norms are still prevailing in the country.** Although there are some positive developments and it is accepted for women to play active role in public spheres – to be employed, to be entrepreneurs, to occupy managerial positions, to be ministers – it is still expected to carry out all responsibilities in unpaid household work and family care.
- **Intersecting inequalities.** In particularly difficult position are women from marginalized groups, such as Roma women, rural women, women with disabilities.
- **Measuring gender norms and changes is difficult and lacking.** Although there are some small scale initiatives to measure gender norms, these initiatives are usually related to certain groups and certain thematic area and linked with particular projects. The large scale surveys that enable systematic monitoring of change in social norms are absent.
- **Serbia has formally established normative, policy and institutional framework, but they are not effective**. Lack of due diligence, low political will and low prioritization of gender equality is current state of the art in Serbia and CSOs apply pressure strategies, such as shadow and alternative reporting to international mechanisms, primarily CEDAW and GREVIO.
- **Women's civil society is divided and losing power.** Serbia had strong women's civil society, emerged from the wars and crises in 1990s and developed in different streams (advocacy feminist activists, service providers, grass-root self help women's organizations, gender experts and think thanks). For years women's civil society is divided, lacking solidarity, coordination and effective action.
- **UN Women partners with both civil society and government.** However, current government is passive in GEEW agenda, and even backlash tendencies are growing so UN Women should focus more on women's movement, journalists, feminists, alies in academia.

Country Office Overview of Social Norms efforts

UN Women Serbia focuses on addressing social norms through actions contributing to two SP 2022-2025 impact areas:

- Impact 1: governance and participation in public life
- Impact 3: ending violence against women and girls

As a country project presence, UN Women Serbia has no country level strategic note. Within the Regional Strategic note 2022-2025 as key focus areas are identified:

- Gender-responsive governance and participation in public life
- Support for engagement in intergovernmental processes
- EVAW
- Women's Leadership, Participation and Networking (including CSOs and youth)
- Climate change

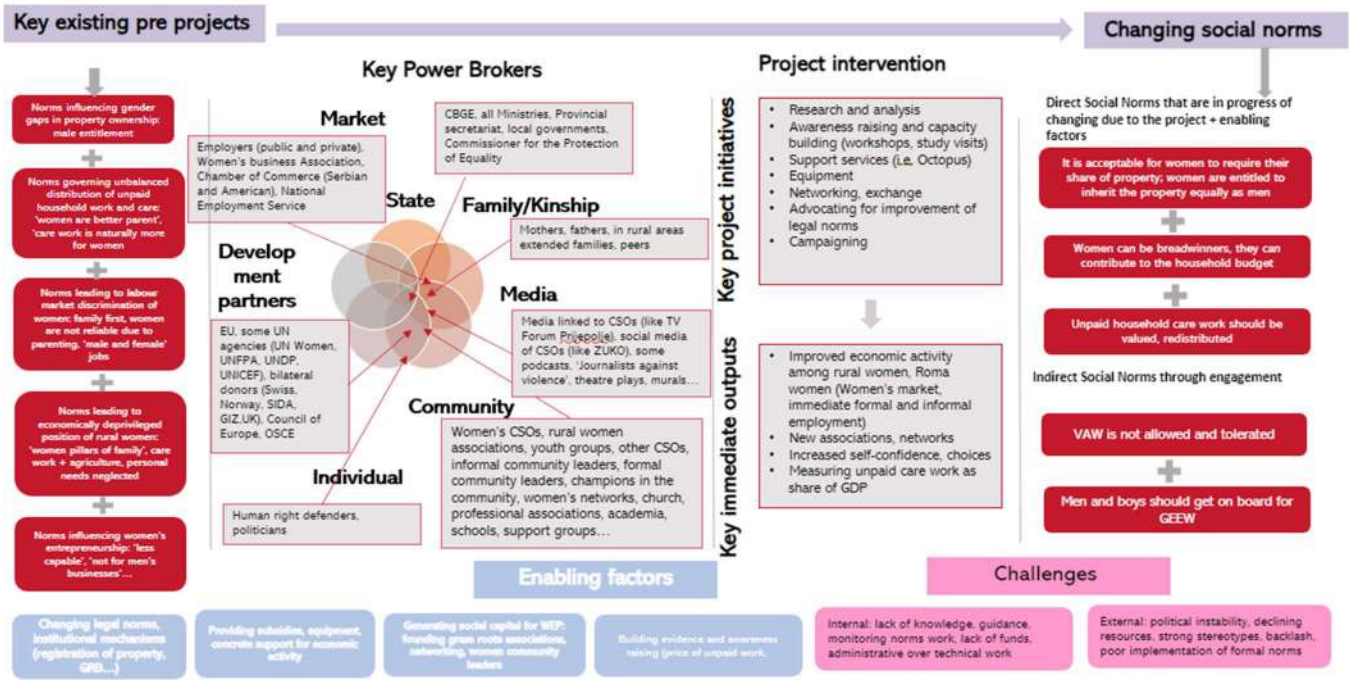
Biannual Work Plan 2022-2023 reporting to SP 2022-2025 outcome and output indicators:

Outcome 3: Positive social norms, including through engaging men and boys; More men and boys and women and girls adopt attitudes, norms and practices that advance gender equality and women's empowerment, including those that promote positive social norms
Indicator 0.3.3: Number of countries and/or other actors with comprehensive and coordinated VAW prevention strategy
Output 3.1.1: Changes attributed to UN Women in skills or abilities and capacities of individuals or institutions and/or the availability of new products and services contributing to Positive social norms, including through engaging men and boys
Indicator 0.3.f: Number of countries with a process to design and implement VAW prevention strategies, or wtih VAW prevention interventions based on global norms and standards.

Key strategies:

- Partnership and coordination with governmental stakeholders and CSOs
- Support to capacity building and awareness raising of professionals, women final beneficiaries from various social groups
- Support to changes of formal norms through legislation and policies
- Granting for economic empowerment as instrument of changing norms and empowering women to prevent or exit the violence

Pathways of change – Changing social norms through women economic empowerment (WEE)



CO Conclusions

Key takeaway: work on social norms change is very important but internal resources insufficient and external social environment not favorable

- Work on social norms change is crucial but the capacities of UN Women team to conduct such work are not sufficiently developed.
- Social norms change very slowly, and current context does not support change towards more gender equitable norms which requires even more efforts to be invested.
- There is big discrepancy between informal and formal norms. While there were important achievements in changing formal norms (laws), their implementation is often prevented due to the strong informal, customary norms.

CO internal recommendations

- **Common understanding of social norms**, gender norms should be achieved within the UN Women team in order to be consistently integrated in different portfolios and streams of work. Increased expertise is needed, cross-sectoral expertise.
- **Clear guidance** is needed for that that would help the team to take appropriate actionable steps. Communication from the Regional Office and Headquarter on social norms is needed.
- **Targeted and mainstreamed interventions** are needed. So far there were no projects targeting specifically social norms.
- **Assessing and accessing funding opportunities**. As there is no available funding that would support direct intervention solely focused on social norms, it is crucial to know how to integrate work on norms more consistently using different funding opportunities. Also it is important to reconsider if core funding can be dedicated to higher level work on addressing norms.

- **Inter-agency cooperation, joint programming as an opportunity**. However, there is challenge due to the competition in accessing funding.
- **Tools/system of measuring, monitoring social norms and reporting** on the work and results in the area of social norms should be developed and standardized within the UN Women globally.

Programming Principles

- **Holistic programming,** synergies between different areas of intervention, so the social norms are integrated in other areas such as governance, WEE, EVAW.
- **Work on change at different levels**: individual, group (women living in rural areas, Roma settlements, with disabilities, but also professionals, public officials, etc.), communities, institutions and at national level, wide population.
- **Tailored approach for each group**, different groups will require different approaches.
- **Identify key drivers** of social norms and address them simultaneously
- **Building further partnerships** and engaging 'non-traditional' partners, such as men and boys, youth.
- **Investing efforts in effective implementation of legal norms** as they influence change of informal, customary social norms
- **Promoting champions, role models** which contribute to change of social norms
- **Communicate social norms that we want to change**, pay attention to tailor communication according to specific groups
- **Designing focused projects/programs**, separate program or specific objective on social norms.
- **Longitudinal, long-term engagement** as change of social norms requires time, it requires time beyond usual project time spans.
- **Monitor formal and social norm changes** regularly, exchange experiences and practices with other UN Women teams.

Programming guidance

- **Integrate work on social norms in every programmatic field,** understanding clearly that beyond every gender inequality or gap there is underpinning norm that requires change.
- **Allocate funding to social norm change work.** When there is no opportunity to address specifically social norms, allow flexibility in programing to address opportunities in social norms work.
- **Strategize work on social norms in current and future programing.** Assign high importance to social norm change during all stages: planning, funding, implementation, communication, measurement, replication, upscaling, learning.
- **Robust stakeholder mapping** / identification of power brokers / women's organizations **Identification of local champions/leaders**

Approaches for measuring social norms

- Current lack of knowledge and tools how to measure social norms leads to lack of measurement
- No clear guidance or strategy how to establish baseline, tools for measurement
- Measurement instruments should be contextualized to be appropriate for local culture, local norms and values
- Formulation of proposed output is to complex and difficult to measure, and particularly in the aspect of attribution to UN Women intervention

Niche area of UN Women

How is UN Women CO engaging with external actors beyond projects?

Consultations, advocacy platforms, initiatives, legal changes, campaigns, joint events, national, subregional, regional consultations, generation of equality, women police network from the region, advocacy platforms linking international women's rights instruments like CEDAW, GREVIO, advocacy work, CSO Advisory Group, Regional EXPO with women entrepreneur,non-traditional communication with theatres, street actions.

With whom is UN Women engaging:

- Consultations with women professional associations (Women in science, women in architecture), Women and girls in sport, women entrepreneurs, Private sector associations
- Larger UN family – 16 days of activism, rural women day, 8 March…
- Cooperation with other development partners: EBRD, EU, bilateral donors, GIZ, AFD, USAID
- Gender experts and civil society
- Engaging with influencers, champions, bloggers,

What is UN Women niche / added value in the space of social norms?

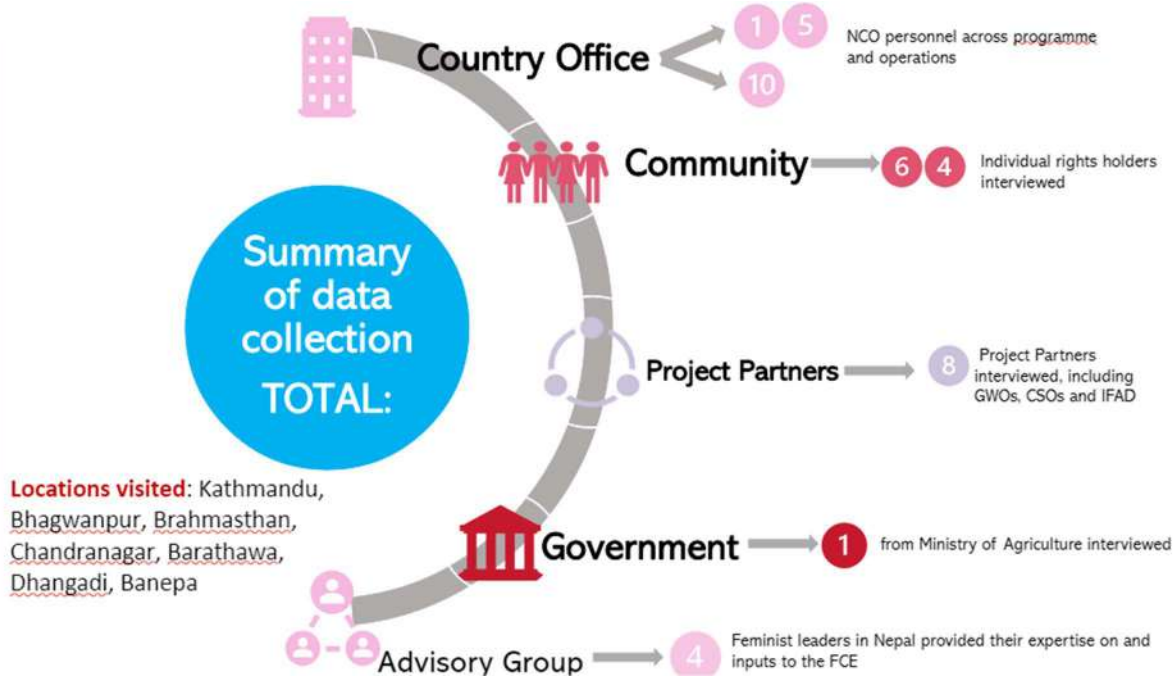
- Bridging between government and civil society, conveying messages between them, in the current situation of divide.
- Putting the social norm in the spotlight
- Expertise in the area of gender norms
- Credibility, recognition that we are partner for that

Conclusions

- **Ensuring internal capacities for engagement with social norms:** definition, knowledge on root causes, tools for measuring, innovative approaches to norm changes, exchange of experience, good practices.
- **Re-mapping key stakeholders,** including appropriate power-brokers, expanding partnerships, engaging with nontraditional partners, more work with men and boys, more links with academia and research community.
- **Adjusting programming principles**: combining targeted and mainstreamed approach, prioritization of social norm interventions, diversified approach to funding opportunities (project vs. core, targeted funds and funds that enable integration of social norms in other areas, working with donor community), long term focus.
- **More dynamic and diversified communication** placing in focus norms more often, tailored to different audiences, consistent and continuous, long term.
- **Continuous reflection, learning and improvement** in order to better contextualize intervention, to find more effective approaches and instruments and to expand the already initiated seeds of change.

Annex 12.7 Nepal Case study

Methodology
(include and mention participatory process and adaptations)



Country context

- **Nepal falls under the status of Least Developed Country (LDC)** and aims to emerge as an inclusive, equitable and prosperous middle-income country by 2030.

- **Federalization**: With the new Constitution promulgated in 2015, substantial changes in governance system led to devolution of power to provincial and local levels and restructuring of five regions to seven provinces and within which 753 newly created local jurisdictions governed by locally elected officials.

Key Country Statistics	
Population	29,675,000
Income Level (GNI per capita US $)	4,750
Human Development Ranking	143/189
Gender Inequality Index	0.452 (ranking, 113/162)

- **Context for Gender Equality and Women's Empowerment:**

Nepal is signatory to Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1991 and adopted Beijing Declaration and Platform for Action.

However, women face intersecting forms of discrimination emanating through patriarchy, caste system and political and economic domination of certain groups over the others. Child marriage, dowry and *Chhaupadi* practices were some of the harmful traditional practices addressed by the CEDAW committee. Women are more at risk of physical and sexual violence. It was reported that 48 per cent of women had experienced violence at some time in their lives.

Country Office Overview of Social Norms efforts

UN Women Nepal SN 2018-2022 focuses on addressing social norms through two outcomes

- Women lead, participate in and benefit equally from governance systems
- Women have income security, better jobs and economic independence

Key internal strategies include:

- Adoption of Gender at Work framework for SN and strategies for thematic areas.
- Invested in reflective dialogue, cognitive leadership coaching, and internalizing diversity and inclusion strategy. Sharing the leadership bench.
- Dedicated social norms inquiry through **storytelling initiative** (designed in SN 2018-2022; carried forward in SN 2023-2027).

Key external strategies include:

- Advocacy and social mobilization for transformational changes in social and economic norms, which regulate institutions, structures and policies of government agencies, businesses and communities
- UN Women adopted **Communications for Development (C4D)** as its approach to mobilize awareness and action in challenging the beliefs and social practices which underlie gender inequality in Nepal. Storytelling initiative shared by NCO, source: SN 2018-2022, locate on drive under NCO programmatic interventions
- **Partnership and coordination:** Strengthening the existing networks with UN Women's CSAG, male leaders' network, MenEngage Alliance and interfaith networks along with forging partnership with LGBTQI+ groups, people with disabilities, Dalit women's groups, indigenous women's groups, young women and youth network to engage and redefine public perceptions, social norms and procedures

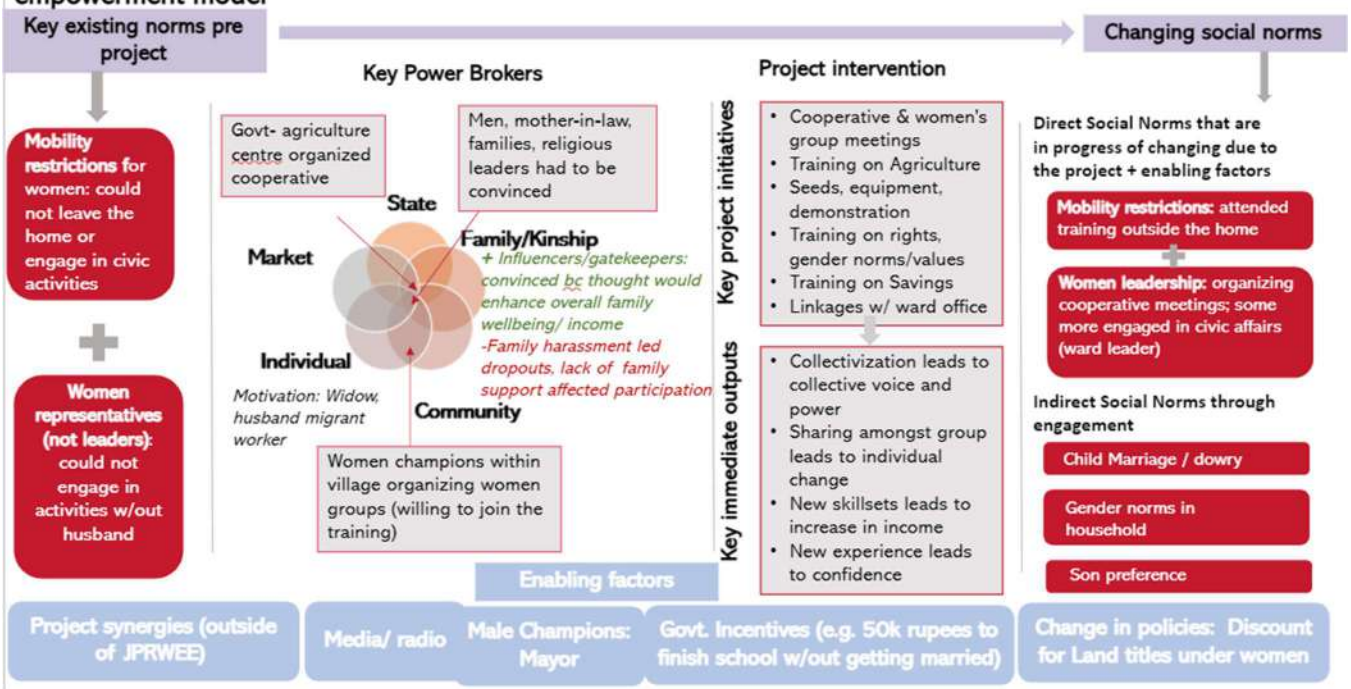
NCO's SN indicators

- **SP outcome indicator (3.1)**: Extent of bias in gender equality attitudes and/or gender social norms among individuals
- **SP output indicator (3.a):** Number of evidence and/or practice-based standardized approaches or models for social norms and individual behaviour change that are available to and being used by partners
- **SN outcome indicator:** Percentage of people (women/girls, men/boys and LGBTIQ+ people) who demonstrate attitudes and engage in behaviours that challenge social norms and harmful practices (in UN Women project LGUs/wards)
- **SN outcome indicator adopted from UNSDCF**: Percentage of women and men age 15-49 who agree that a husband is justified in hitting or beating his wife for at least one specified reason.
- **SN output indicator**: Percentage of people at the community level (women/girls, men/boys and LGBTIQ+ people) involved in social norms and behaviour change activities who have increased understanding and awareness on discriminatory gender and social norms and practices in UN Women project locations.

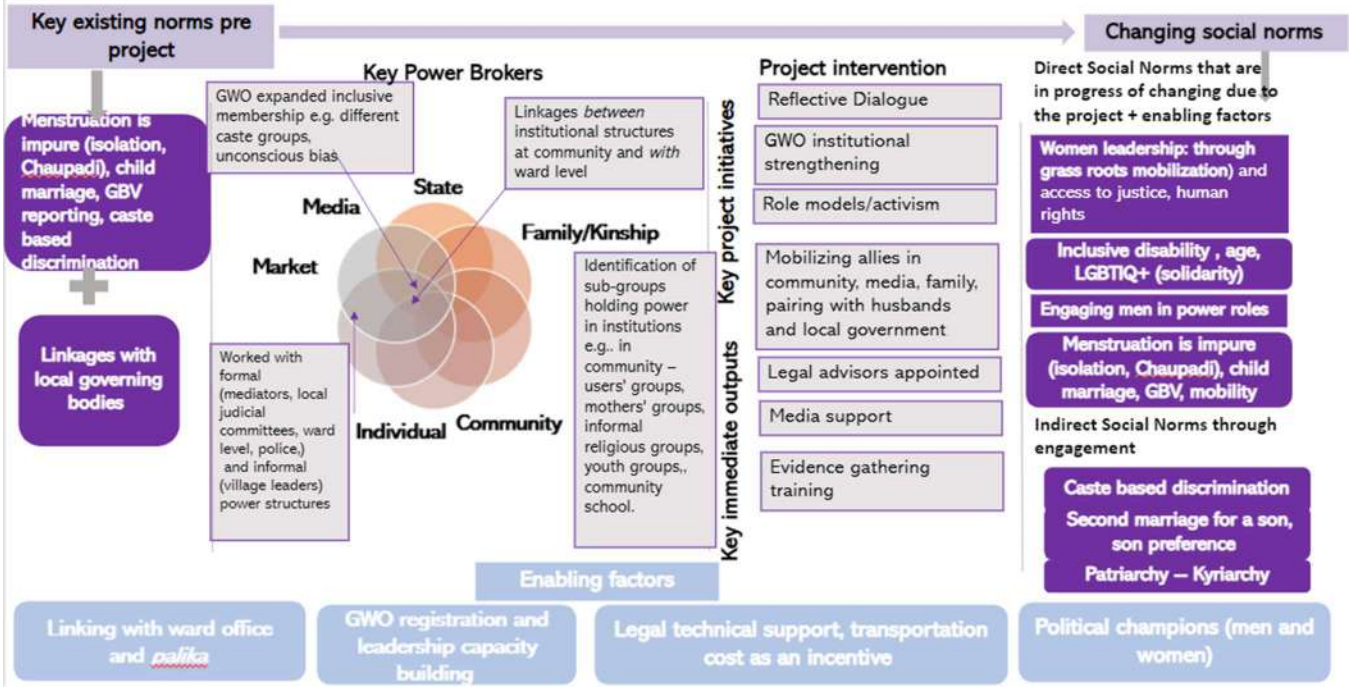
Key indicators adopted by NCO's implementing partners:

- Percentage of project participants reporting changes in perceptions regarding discriminatory social norms and harmful practices.
- Nature of testimonies and commitments from LGUs representatives and community leaders among community members about discriminatory social norms.

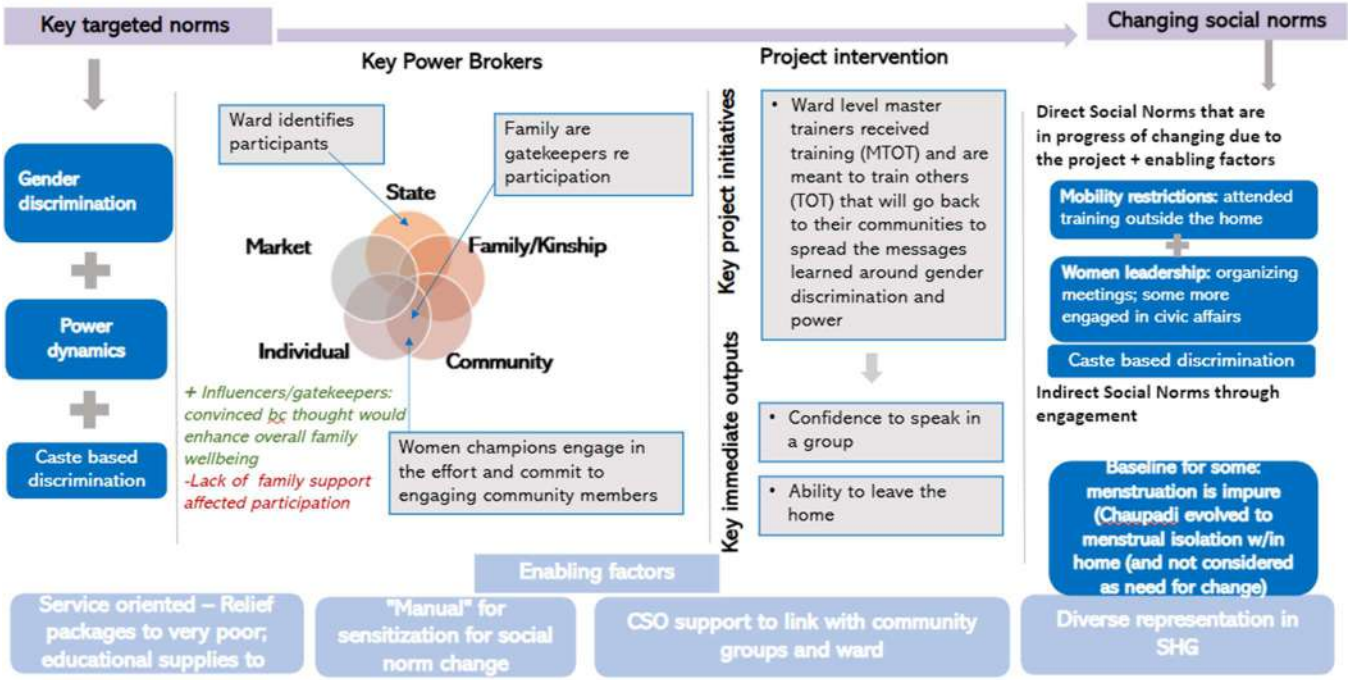
Pathways of change – JP-RWEE – holistic model, but the below illustrative of the individual + community empowerment model



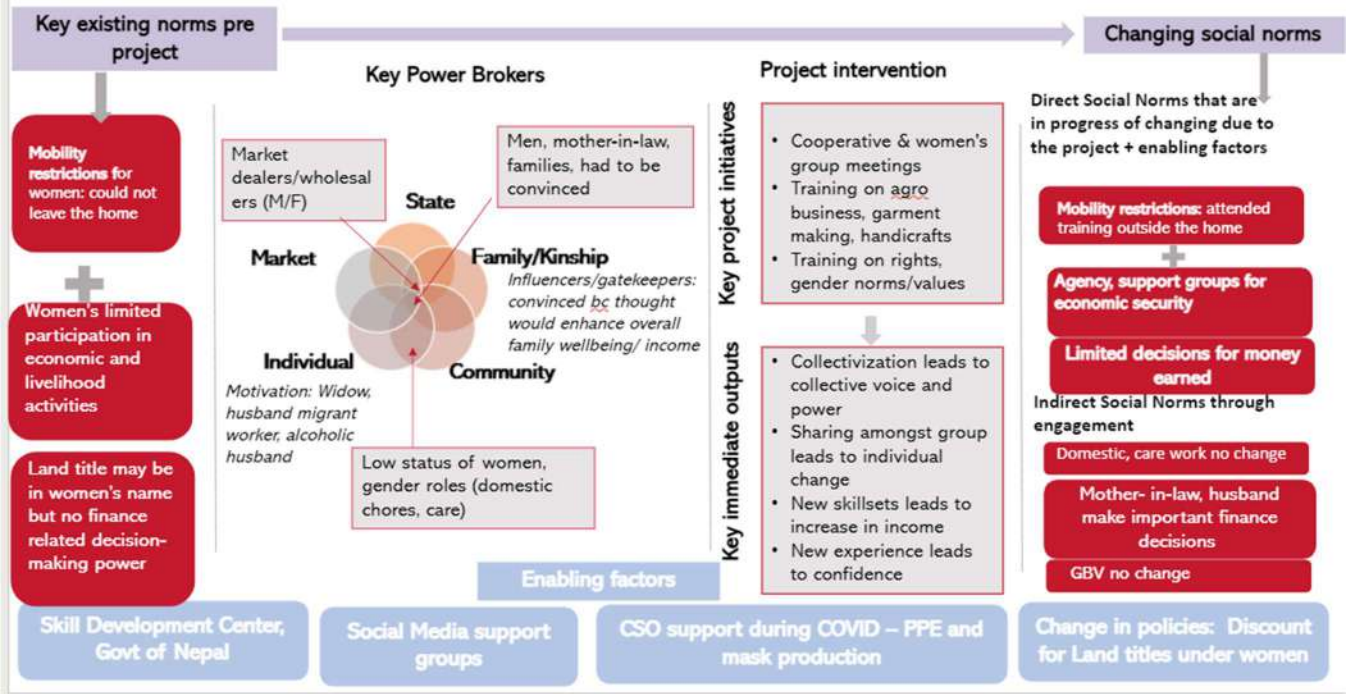
Pathways of change – Access 2 Justice– bottom-up community mobilization + institutional power structures



Pathways of change – Storytelling Initiative (Self-Help Groups) - primarily individual empowerment model



Pathways of change – Value Chain – individual focus + economic empowerment



CO Conclusions

Key takeaway: exploring internal social norms can help us address programming better

- Examining our own biases and life experience and will help us to understand key issues and how to address them;
- Breaking down the power silos within our own team (stopping "maam, sir");
- Some colleagues were challenged by terminologies of LGBTIQ+, so discussions helped us to directly address it in a safe environment and to internalize terminology

CO internal recommendations

- **Invest in CO capacity for understanding social norms starting from within (home, workplace, etc.)**: self-reflection, cognitive coaching, leadership training for everyone.
- **Create an action plan on how to embody feminist principles at the workplace**: Adoption of feminist framework; Informal activities for engaging staff on topics related to GEWE; Sharing the power: rotating the chair; flexible working arrangements;

- **Internalize diversity and workplace culture**: actively tracking diversity and hiring those from more typically marginalized groups; including colleague from diverse identity in senior management
- **Management Integration**: dialogues with operations and programs to synergize and adapt programs efficiently

Programming Principles

- Holistic programming / synergies between efforts (WEE should be integrated; cannot work only on social norms in isolation)
- Identification of the different levels of change
- Identification of power brokers to be engaged (e.g. mother-in-laws, men, elected officials)
- Rights based approach (beyond provision of goods)
- Intergenerational negative norms that are sustained
- Identification of broader systems – education, political?
- Demonstration and promotion of positive social norms (including through our partners)
- Recognition of coercive change of social norms
- Collectivization of women/ role modeling
- Transforming masculinities
- Active learning and reflection through projects and partners; Identify tools that work and share

Programming guidance

- **Robust stakeholder mapping** / identification of power brokers / women's organizations **Identification of local champions/leaders**
- **Identification and prioritization of social norms** depending on the local context (even within at the micro-level) through strong evidence gathering at baseline and throughout programme; and beyond patriarchy / towards kyriarchy
- **Integration of programming/ identification of synergies across thematic areas/ projects – also at field level**
- **Projects need to work across the informal/formal; individual / systemic – resources, access (gender at work framework)**
- **Investing in collective structures for women (potentially formalization of the grassroots structures that UN Women has supported / and support informal structures)**
- **Movement building across programmes – the linkages with the civil society**
- **Identification of the enabling factors and addressing these in programming**
- **Reflective dialogue (maybe need to identify)**
- **Integrating reflection on how disaster or crisis might affect programming gains related to social norms**
- **Mapping of key policies/ positive and barriers so that linkages can be made**
- **Codification of strategies that are working (branding): Reflective Dialogue Tool (or others)**

Approaches for measuring social norms

- Challenging to align with the SP – SP is at institutional level while SN is at individual level but programming is at the community level
- Definitions vary – broad terms, institutions can be understood differently (as discussed under UNSDCF)
- Periodically assess definition of and nuanced changes in social norms e.g chaupadi
- Qualitative indicators are few and difficult to measure
- Baseline critical, Perception survey
- Include GWOs for enhancing capacities to measure changes (co-monitoring)
- Measuring the backtracking is key (due to disaster/ crisis)
- Utilizing intergenerational dialogue as source for tracking
- Capacities of CSO's is a key challenge
- Consortia are being suggested/formed to bring in different expertise
- Global north firms still getting key work related to social norms
- Difference between country level realities and corporate understanding resulting in top-down indicator development

Niche area of UN Women

What?

- Reflective Dialogue (unconscious bias)
- Intergenerational Dialogue
- Story-Platform
- Gender responsive procurement

Who?

- Engage UNCT in reflecting on social norms as it relates to the UNSDCF (GIHA, GTG use as entry points)
- Joint Programmes offer important means for addressing social norms but also require a common understanding of what are social norms and how to measure them
- Work closely with government mechanisms at ward, palika and policy to build bridges with GWOs for sustainability
- Inter-sectoral partners in health, livelihood (economic empowerment
- Engage with grassroots women's movements and networks
- Women political *leadership* such as women parliamentarians
- Media - artists

Conclusions

1. **Addressing Institutional and sub-institutional power structures and their inter-connections**: Though individual behavior change is important, institutions of community, market, media, state, family and their sub-institutions hold power because of their function. Sustainable change is possible by addressing these institutions and sub-groups and interconnecting them to build allies and ownership.
2. **Involvement of grassroots organizations and feminist organizations:** Implementing organizations are one step removed from lived realities; include strategies to institutionally strengthen GWO for sustainability and contextualization.
3. Ally with **men and boys, and marginalized** groups for desired social norm change
4. **Contextualizing, prioritizing and adapting to fluidity of social norm change**: Some norms are 'sticky' such as caste discrimination but others such as women as economic change agents or GBV may be easier. Restrictive practices of discriminatory norms may get diluted (e.g chaupadi as a practice is less accepted but menstrual isolation continues in the house); gradual transformation is possible. Male migration has impacted many restrictive norms such as mobility, ascribed gender roles. Increased representation of women is a first step, but women need to be supported in leadership/decision making roles to speak up and address social norms.
5. **Deep reflection on unconscious bias**: All carry unconscious bias – at CO level, implementing organizations, government or target beneficiaries and reflective dialogue and inclusive practices in group membership are useful but requires a strong commitment of time, resources and ongoing dialogue.
6. **Entry points for women's empowerment and holistic programming**: Whatever social norms are targeted, women's economic empowerment is a powerful strategy and entry point to elevate women's status, address the social norm of mobility and gender roles.
7. **Understanding the invisible and visible nature of social norm change:** Change may be present but less visible if social sanctions are in place making measurement of change difficult.
8. Social norm change occurs when majority of people including decision makers embrace change openly.
9. **Patriarchy + or kyriarchy**: Whereas patriarchy is a foundational issue for social norm change, it also appears that kyriarchy – or connecting oppressive social systems would also need to be addressed e.g. mother in laws, caste oppression