



HUIROU COMMISSION
Women, Homes & Community



**Achievements in “Promoting Grassroots
Women-Led Resilient Community Development
in Post-2015 Policy Implementation”**

2016-2022

Submitted to

**Swedish International Development Cooperation
Agency (SIDA)**

November 11, 2022

Contents

Section One: Introducing our Collaboration.....	2
Overview	2
Purpose and Scope of this Report	2
Methodology and Data Sources	3
Huairou Commission’s Approach	3
Section Two: Achieving Results in our Communities	7
Strengthening Grassroots Leadership and Organizing.....	7
Investing in a Portfolio of Grassroots-led Resilience Building Practices	14
Building Coalitions and Networks for Learning and Advocacy	17
Leveraging Government Partnerships and Influencing Local Policies	18
Section Three: Collective Organizing for Change, Globally.....	20
Movement Building through Learning, Aggregating Evidence and Co-Campaigning	20
Influencing Global Policy Processes.....	22
Section Four: Transitioning to a Grassroots-led Social Movement.....	29
Section Five: Insights and Way Forward	31
Feature Story: Leading Covid-19 Response, Relief and Recovery	32
Annex One Sida Results Framework with Goals, Outcomes, Results and Achievements.....	34



Introducing our Collaboration

Overview

From 2016 to 2022, Sida provided SEK 61 800 000 in support of Huairou Commission's "Grassroots Women-Led Resilience Community Development in Post- 2015 Policy Implementation Program". The 6.5-year program featured two components:

- (i) a grassroots women-led community resilience program; and
- (ii) core support to strengthen Huairou Commission's organizational capacity to sustain its movement building and social change impact.

Activities across these components align with goals set forth in Huairou Commission's Strategic Plan 2016-2020 (extended through 2021) which focused on strengthening capacities of local grassroots women's organizations and their networks to **drive resilience building strategies** and advance a pro-poor, gender equitable and **transformative policy agenda** from local to global levels.

The specific results of our cooperation were:

1. Grassroots women have been capacitated and organized to function as agents of change
2. Women-led resilient community development has been strengthened and expanded
3. Public awareness and support of grassroots women's knowledge and development agenda has been expanded
4. Grassroots women have been recognized as experts in all phases of development
5. Huairou Commission's governance, organizational structures and operations have been updated to sustain movement building and social change impact

Members in 42 countries contributed to these achievements through their local to global organizing, expertise, and strategic leadership. Over 65 organizations¹ across 35 countries applied Sida funds to locally designed initiatives directly contributing to results reported over the past six years.

Purpose and Scope of this Report

This report aggregates the results of grassroots-focused actions and outputs, movement level strategic interventions, and support from the Huairou global secretariat. Together these comprise an evidence base for learning and accountability aimed at informing Sida and Huairou's membership. We take stock of progress by **celebrating members' achievements** at local and movement levels and **identifying challenges and insights** that inform our new strategic plan 2021-2026 and the next phase of our partnership with Sida.

¹ More details on our members can be found online at <https://huairou.org/members/>

Each section outlines the **context** that shaped our collective action; summarizes key **strategies and activities** that were invested in the **outcomes achieved** over the six-year period; with examples of each. The final reflections indicate key learnings to be carried forward.

The report is designed to provide a better understanding of how our work is organized and thus is divided in three key sections. Section one focuses on the achievements of our members in their own communities and countries which are necessarily aggregated across our members' diverse contexts and community driven approaches. A second section focuses on our **collective or collaborative work at global and regional levels** including achievements in joint learning, movement-building, and policy advocacy. A third section highlights key work streams and advances in our **development as a grassroots-led global movement and as secretariat accountable to our members**.

The table in Annex 1 shows how the reported achievements align to the Sida Results Framework and a full account of the results framework with quantitative indicators can be found in Annex One.

Methodology and Data Sources

The data and insights gathered and presented in this report are based on: (i) a desk review of members' reports received annually, (ii) Huairou Commission's Annual Reports to Sida, (iii) interviews with staff leading on global policy initiatives; and (iv) strategic reviews conducted by external professionals. Qualitative information and reflections are substantiated with quantitative data from members' reports, including indicator data. Additional data for validating and strengthening analysis is sourced from interviews, focus groups and reflective exercises organized with members.

During this period, the Huairou Commission has undertaken a number of external reviews as part of the monitoring and evaluation of this phase of our collaboration. The Huairou Commission Secretariat has submitted management responses with follow-up actions for each of these evaluations and convened dialogues with the Sida Program team to review the findings and follow-up actions. These include:

- Internal Control Review by KPMG (conducted in 2018-2019)
- Internal Control Review by Ernst and Young (conducted in 2021-2022)
- External Review by Athari Consulting (conducted in 2021)
- External Governance Review by Knowledge Links (conducted in 2022)

Huairou Commission's Approach

The Huairou Commission (Huairou) is a global movement of grassroots women's organizations leading a transformative agenda for inclusive resilience and gender justice. Member organizations are re-focused on building leadership capacities of grassroots women, enhancing the resilience of their communities, and advocating for change in the systems that govern local and global development planning and finance.

Huairou represents nearly one million grassroots women from rural, urban, and indigenous communities. Women-led member groups located in urban, rural and indigenous communities are organized as networks, cooperatives, federations of self-help groups, and other kinds of community-based organizations, who undertake a diverse array of locally appropriate resilience-building solutions with the shared goal of empowering marginalized women to improve their everyday living conditions and prevent the erosion of development gains during crises.

Huairou Commission members from 42 countries come together as a global grassroots movement to actively learn, strategize, and influence public decision making in ways that accelerate local implementation of global policy frameworks: 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction, the New Urban Agenda and the Paris Climate Agreement.

A grassroots-led Governing Council serves as the prime decision-making body and Huairou's members are supported by a small professional Secretariat.

Tools for implementing the 2030 Agenda from the bottom up

The Huairou Commission has a 25-year history of organizing to bring grassroots women's issues to the attention of decision-makers from local to global levels. At the outset of the current phase of collaboration with Sida in 2016, we had made significant contributions to the formulation of the 2030 Agenda², which aligns to many of the priorities of our members. Likewise, we had tested a suite of global mechanisms and tools to support its implementation at movement-scale.

- Our members formulated a theory of change referred to as our **"Resilience Diamond"** The four interlocking elements of the Diamond provide a practical conceptual and operational framework for a multi-dimensional women-led, grassroots-driven approach to resilience. In this phase the Diamond drove our Strategic plan and member work plan.
- The **Community Resilience Fund** (CRF) was introduced as a mechanism for resourcing local initiatives aligned to the Resilience Diamond. In this phase we aimed to expand implementation of the CRF to more groups (from 10 groups in 2016 to 65 groups in 2022).
- Our learning and policy advocacy tools (such as **Peer Exchanges, Grassroots Academies and Community Practitioner's Platforms for Resilience**) supported collective wins in the formulation of the 2030 Agenda. In this phase, we aimed to strengthen and apply these same tools to advance an agenda for grassroots-led implementation of the 2030 Agenda.
- Huairou played a key role in **creating space for grassroots women as a constituency in the UN System** where we positioned grassroots women as stakeholders and partners in the lead up to the adoption of the global policy agreements. In this phase we aimed to institutionalize these roles in UN engagement mechanisms (including UNDRR, UN-Habitat, the Generation Equality Forum and the High-Level Political Forum).

²Adopted unanimously in 2015 by all UN Member States, the 2030 Agenda for Sustainable Development (2030 Agenda) with its 17 Sustainable Development Goals (SDGs), 169 targets, and 231 unique indicators shapes the direction of global and national development policies, and offers new entry points and opportunities for bridging the divide between human rights and development. It serves as the overall framework to guide global and national development action. <https://www.ohchr.org/en/sdgs/about-2030-agenda-sustainable-development>

- In this phase, members were keen to use these global commitments to create new opportunities for gender just resilient development at home and to mobilize communities and local governments implementation of global policy frameworks. [The 2030 Agenda, Sendai Framework, the NUA and the Paris Agreement recognized the importance of women, local action, and grassroots communities](#) in various ways.

Program implementation in times of crisis

While global support for implementation of the 2030 Agenda was enthusiastic at the outset of this phase of collaboration with Sida, this period quickly came to be characterized by crisis. The period between 2016 and 2022, saw an escalation of disasters, particularly extreme climate events³. Our members faced floods, droughts, hurricanes, landslides, typhoons, earthquakes, locust attacks and conflicts that put women and their communities at risk of hunger, poverty, and resource scarcity.

These risks were further exacerbated by the prolonged Covid-19 pandemic, which started in late 2019. Lockdowns, interruptions in public services, the lack of connectivity to resources, services and markets resulted in food scarcity, loss of livelihoods, migration, and increased caregiving roles by grassroots women. In addition to their own families, grassroots women were taking care of the most vulnerable in their communities.

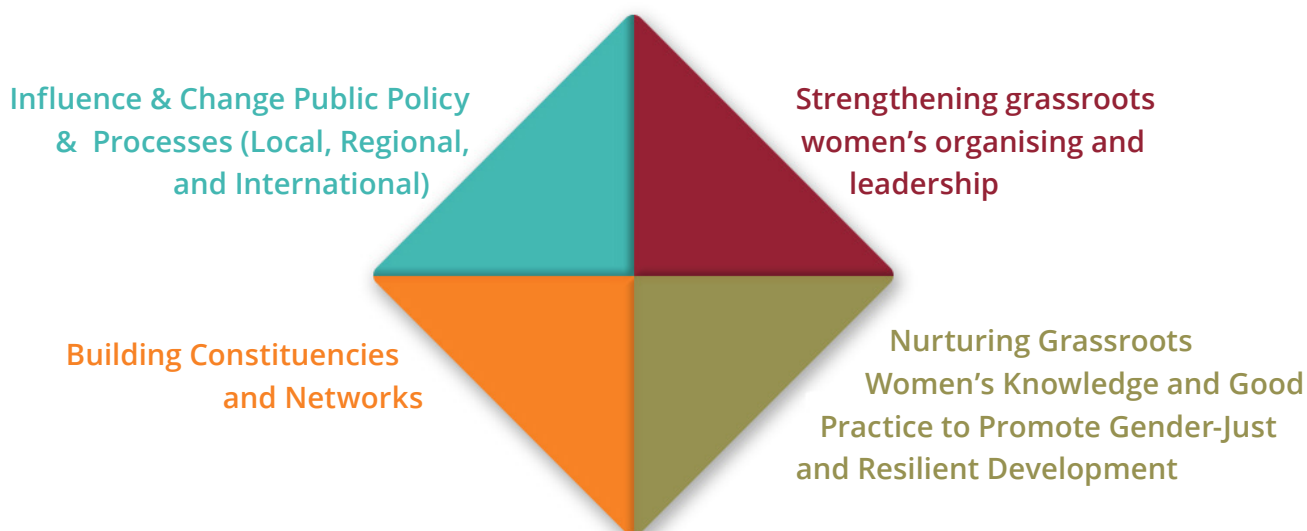
The shifting stresses and cascading series of challenges arising from different stages of the Pandemic coupled with disasters arising from other extreme events, meant that grassroots women were going from one crisis to the next with no respite while continuing to deliver against agreed work plans. This was further complicated by closures of government services, which added new layers of coordination to the already overwhelmed staff and members as these crises unfolded.

In this context and in response to mobility restrictions, Huairou Commission has had to adapt its work plan and toolkits and deploy resources to addressing the priorities of grassroots women who were proactively organizing to take care of their families and communities in collaboration with local authorities. New lines of advocacy were pursued to bring attention to the needs of women in poor communities and to secure formal roles for them in pandemic response and recovery. A new window of the Community Resilience Fund was opened to enable grassroots groups to continue their organizing and leverage their experience in disaster risk reduction in support of a gender-just recovery – particularly where governments were unable to do so. Huairou members were also trained in and applied new communications tools that enabled them to sustain their outreach to their constituencies and their advocacy with power holders local, nationally, and globally. These are further detailed in the Featured Story included in this report.

³UNDRR. Global Assessment Report on Disaster Risk Reduction 2022 (GAR2022).

Huairou Commission's Resilience Diamond

Huairou's Resilience Diamond is a tool representing our shared understanding of a multi-dimensional empowerment-oriented approach to building resilience.



Strengthening Leadership and Organizing are key to mobilizing grassroots women and motivating them to collectively advance grassroots constituents' capacities for collective planning, organizing, advocacy, and knowledge transfer, increase their awareness of key global policies, processes, and institutional actors, and strengthen their organizations' institutional capacities.

Building Risk Awareness and Resilience, empowers grassroots constituents to identify and understand risks, risk drivers, and develop context specific solutions. **Coalitions and Network Building** enables Huairou members to improve their abilities to mobilize peer organizations and actors in support of a grassroots-led learning and advocacy priorities.

Influencing policy and decision-making allows grassroots women to shift behaviors of institutional actors, making them more responsive to the priorities of grassroots women and their communities.

Implementation of the Diamond is supported by an array of grassroots-tools (**local to local dialogues** with governments on resilience priorities, **peer-exchanges** focused on resilience and leadership development practices, **community mapping** of risks, vulnerabilities, and resources).

Consistent use of the Resilience Diamond by members has proven a powerful means of creating a shared identity across the movement with a common language for organizing change and tracking results.

Achieving Results in our Communities

This section highlights achievements of our members in their own communities. In light of members' diverse local contexts and capacities, achievements are introduced as types of change recognizable across our movement in the aggregate. Achievements are organized in alignment with the Diamond and an illustrative example follows each achievement. Additional examples can be found in Annex 2.

Key Activities

Since 2016, Huairou has flowed \$6,934,475 USD to 65 members in 35 countries through our Community Resilience Fund including targeted windows for COVID Recovery, System Strengthening and the Leadership Development Program, special initiative of the Huairou Commission's Governing Council's. Additional funding to community level results were provided by bilateral donors (Switzerland and Netherlands), private Philanthropy (Margaret A Cargill Foundation and Climate Justice Resilience Fund) and other international partners.

Members designed annual work plans aligned to the Resilience Diamond and Huairou's Strategic Plan. Specific activities are highly context-dependent but often draw on tools that are commonly used across the Huairou movement. They invested Sida funds in capacity building, movement building, advocacy initiatives and in testing and implementing resilience practices. The activities described here are indicative of the range of investments made by members.

To strengthen grassroots leadership and organizing, members organized training and peer mentoring programs to enhance women's capacity to take on public leadership roles. They mapped community risks and vulnerabilities to identify resilience priorities, analyzed government structures and resources to monitor government programs and identify entry points for collaboration, organized dialogues with local officials and initiated public awareness campaigns on the SDG's, Sendai Framework and New Urban Agenda (among other issues). To strengthen their organizations, members also updated their accounting and financial systems.

In these six years over 850 Grassroots leadership training and capacity building modules, tools or resources were developed. Over 1000 community maps were produced to illustrate risks, vulnerabilities, assets, and opportunities.



Grassroots women leaders from Lumanti, Nepal conducting community risk mapping

To build a portfolio of resilience practices and secure productive assets, members identified resilience priorities based on community risk mapping exercises, procured tools and inputs for demonstrating practices that build resilience through diversifying livelihoods, negotiating for secure land tenure, protecting, or enhancing natural and physical infrastructure and preparing for effective disaster response and recovery. Good practices were documented, and trainings were organized to transfer and scale practices, including through leveraging government resources.

To expand the movement and to build coalitions and networks for learning and advocacy, members invested in a number of strategies to network and learn from other grassroots groups and allies. The practical knowledge of grassroots groups was documented in the form of learning tools and

Since 2016, over 369 resilience practices have been documented and disseminated. 1,484 new savings and credit groups were established, and over 7,500 women worked to secure land and housing tenure.

knowledge products to record evidence of gains. Targeted communication strategies were developed for outreach to partners, the government, and the public at large. Peer learning exchanges on resilience building, within and beyond Huairou membership, were organized to transfer knowledge and promote collaboration. National and local level dialogues were convened, and platforms were established for continued information sharing among partners.

In this period, over 402 grassroots peer-exchanges were carried out. The establishment of 152 new information sharing platforms were reported.

To leverage government partnerships and influence local policies, members invested time, expertise and resources in sustaining dialogues and negotiations with local authorities. These focused on addressing grassroots priorities in local plans and budgets, advancing strategies for local implementation of the 2030 Agenda and reviewing the progress of government policies and programs. Members prepared for these dialogues by gathering evidence, documenting, and demonstrating grassroots achievements, and organizing partners to demonstrate social demand for key issues and strategies.

In this period over 750 local-to-local dialogues were convened in 17 countries.

These activities contributed to significant achievements presented in the next section

Significant Achievements

Strengthening Grassroots Leadership and Organizing

Achievement 1: Grassroots women increasingly assumed public leadership roles.

Members report steadily growing numbers of grassroots women undertaking public leadership roles as organizers, leaders, peer mentors, trainers, and advocates for grassroots resilience building priorities. In 2021 members' reports show that more than 7,400 women were engaged in leading and demonstrating resilience building practices. At the same time, over 350 women were appointed to various public leadership/positions as local or city councilors, members of government committees, and government appointed resource persons/trainers, etc.

Example: 81 grassroots women trained by **ZPHCA, in Zimbabwe**, were elected leaders of local women's groups and appointed to local committees. In 2017, 50 grassroots women were elected leaders of women's groups. Twelve leaders entered the City of Harare All Stakeholders Consultative Forum in 2018 and 8 more leaders joined them in 2020. This enabled grassroots women to influence city plans, budgets, housing, and economic rights. In rural areas 13 grassroots women entered Ward Committees and District Administrators' Consultative Forums in 2019. Seven women leaders were appointed Village Heads or to the male dominated Headman's Councils, where they are now trusted advisors to traditional leaders on women's land and property rights, and influence resource allocations.

Achievement 2: Public institutions formally recognized and endorsed grassroots leadership.

Grassroots women earned recognition and support from public institutions as a result of the experience gained and the leadership shown in the implementation of community resilience practices and the conduct of advocacy processes at various levels. This recognition took the form of grassroots representation in local decision-making committees, government invitations to consult, government appointments as resource persons, government certification and joint



Shibuye's director signing the declaration of the 1st Governors Day with Farmers, Kakamega County, Kenya training to enhance effective outreach and delivery of government programs.

Example: Shibuye Community Health Workers (Shibuye), in Kenya, successfully lobbied the Kakamega County Assembly to institutionalize a platform called the 'Governor's Day with Farmers'. Following years of advocacy, Shibuye was able to leverage their relationship with key government officials from the County Agriculture, Land and Legal Departments to realize this platform, where farmers can directly interact with the County's top officials and influence County budgeting and policy efforts. The County Assembly officially announced the formation of the platform in 2021 and the first 'Governor's Day with Farmers' was held in February 2022.

Achievement 3: Communities and local government gained awareness and knowledge for localizing global policy frameworks.

Members leveraged their presence at global policy venues that shaped the 2030 Agenda and related frameworks to convene dialogues, training, and collaborative initiatives to assist grassroots communities and local governments in connecting their local resilient development initiatives to global policy commitments (i.e., SDGs, the New Urban Agenda and the Sendai Framework). Members also monitored local implementation of global policy frameworks contributing to Voluntary National Reviews of the SDG's and the Mid-term Review of the Sendai Framework.

Example: In 2018-19 a series of forums on SDGs and NUA convened by Polycom, in Kenya, trained 250 women and 65 stakeholders. In 2019 Polycom partnered with the SDG Forum Kenya connecting civil society with national agencies engaged in SDG implementation. In 2020,



Polycom, leading the work on Safe and Resilient Cities in the network SDG Forum Kenya, is using Wall Murals painted by young women to demonstrate the importance of SDG 11

Polycom participated virtually in the UN High Level Political Forum, reviewing progress on SDG implementation; and was subsequently featured in Kenya's Voluntary National Review (VNR) as a leading organization working on SDG 11 (Sustainable Cities and Communities). Urban Thinkers

Campus and National Grassroots Women Assembly (women-led platform led by Polycom) were also organized by Polycom in 2021, allowing grassroots women's groups to join other stakeholders in reviewing women's role in the implementing the NUA and the SDGs at the local level.



Picture Credit:
Polycom Development, Kenya

Example: In **Zimbabwe**, grassroots women from **Ntengwe for Community Development (Ntengwe)** successfully advocated for a multistakeholder district alliance in Hwange District to advance the localization of SDGs, the Sendai Framework, National Climate Change Strategy. This gave grassroots leaders a formal role in planning district level drought relief and shaping strategies to localize the SDGs and the SFDRR. By 2018 grassroots women had established several agreements with Government departments, including tree planting endorsed by the Forestry Commission; promotion of environmental awareness and clean up supported by the environmental agency; and promoting organic farming, irrigation technology and the active participation of women in community gardens. In 2020, grassroots women and local governments jointly developed a road map to strengthen partnerships and build institutional capacities to promote national level dialogues to influence local level plans and programs to build disaster and resilience.

Achievement 4: Grassroots women expanded their understanding of risks and risk-informed planning, often in partnership and with the support of local governments.

In the past six years, groups expanded the number of community risk and vulnerability mapping locations from 58 in 2016 to 508 in 2021. Members also began to deepen their understanding of challenges related to specific risks such as flooding or health risks. Furthermore, risk mapping was either conducted in partnership with local government or presented to local government by communities to: validate or enrich risk information; instill trust and confidence, collaborate with government and access government resources to address specific risks prioritized by grassroots women and their communities.

Example: In 2017 and 2018, **Las Brumas, in Nicaragua**, conducted risk mapping in seven new communities that faced landslides, droughts and floods; using the risk maps as evidence to negotiate for resources with the government to improve local infrastructure. In 2019, Las Brumas expanded mapping to three new communities where it enabled them to successfully influence the local



Grassroots women from Las Brumas, Nicaragua attending a Medical First Aid training for Emergency Preparedness

government to repair bridges of the community of San Felipe and the supervision and cleaning of drainage canals in Las Vueltas. Risk maps were updated in four communities and vulnerability mapping was conducted in five new communities in 2020, which formed the basis for grassroots leaders to negotiate road and classroom repairs in two communities to reduce flood and landslide risk. In 2021, Las Brumas expanded their risk mapping to 4 new communities and are currently lobbying with the government for improved road infrastructure in these areas.

Achievement 5: Women's groups and communities improved their capacities to respond and recover from disasters.

Local groups improved their emergency preparedness (e.g., actions to mitigate fire and floods, medical first aid, rescue teams) through the procurement of the required equipment, awareness raising campaigns, training and drills (e.g., earthquake drills) and leveraging government resources based on the results of community risk mapping. They also worked in partnership with their local authorities to establish early warning systems in their communities.

Example: YAKKUM Emergency Unit (YEU), in Indonesia. Women's groups in Yogyakarta City identified hazards and successfully advocated for the local government to construct a retaining wall that reduced flooding along the riverside between 2018-20. In 2020, Yakkum put up evacuation route signs and vulnerability maps identifying hazards and at-risk locations in four communities. Village-level task forces like youth and patrol groups were also strengthened in these communities, as part of disaster preparedness efforts. Women's groups were provided with emergency equipment such as alarms, tents, medical supplies, and water pumps, enabling them to respond to disasters in a timely manner and benefitting approximately 2000 people in the community. Between 2020-21, YEU partnered with the Regional Disaster Relief Department and Fire Departments to train women's groups in emergency preparedness skills including medical first aid, fire extinguisher training and disaster mitigation.



Hazard Maps and Evacuation signs installed by YAKKUM Emergency Unit, Indonesia in local communities

Example: Wagucha, in Honduras. Since 2017, Wagucha has developed relationships with local entities like the Municipality, Emergency Committees, and the National Civil Protection agency (COPECO). In 2020, when Hurricane ETA and IOTA hit the coast of Honduras, Wagucha collaborated with COPECO to access and disseminate Early Warnings through their community platforms. They also conducted relief and rescue work, organizing shelters in the homes of community leaders, and benefited 217 families who faced total loss of their homes and livelihoods. After the abatement of the hurricane, Wagucha supported women's groups in

rebuilding homes and livelihoods.

Achievement 6: Member organizations joined coalitions and persistently advocated to influence local and national governments.

Organized grassroots women increased and leveraged their networks and partnerships for successfully advocating towards local and national governments (e.g., county assemblies, municipal councils, senates) to position their local agenda in favor of women rights and community resilience (e.g., influence county budgets, advocating for a new housing law, etc.)

Example: CO-Multiversity, in the Philippines, has been a part of a prolonged advocacy process to convert the People's Plan Bill into a law. As members of **an alliance of People's Organizations and housing advocates**, who were regularly lobbying authorities, the Bill was approved at the Congressional level, though it did not gain the Senate and President's approval. Due to the sustained advocacy efforts, government housing agencies across the Philippines, like the national government's Department of Human Settlements & Development, have now incorporated the "People's Plan" framework into their policies and programs. This victory ensures recognized grassroots women's groups are included in local government housing plans.

Achievement 7: Members strengthened their financial and program management capacities to ready their organizations for sustained and scaled action.

Grassroots organizations report enhanced ability to manage, track and monitor the Community Resilience Fund. Training in financial management has created a pool of trainers within grassroots organizations who are able to transfer the knowledge and skills to other members as well as develop frameworks and systems to manage finances including tools to support project management and reporting. These strengthened capacities enable grassroots organizations to manage larger funds, for longer periods of time, and thus scale the scope of their actions.

Example: Ntengwe, in Zimbabwe. In 2020, Ntengwe developed a safeguarding and accountability policy which includes financial management. specifically record keeping for Projects Officers and groups implementing the CRF. Ntengwe developed a Finance Committee within their Governance Board for improved monitoring and greater accountability. Their roles include advising on and monitoring use of the CRF funds, safe keeping of accurate records of project expenditure, assisting with fundraising, verification of projects implemented against project expenditures. From 2021 onwards, financial policy and training manuals began to be updated, with the process still in progress. Ntengwe also improved their on-line banking system in response to long lockdowns and trained their staff and women leaders accordingly. Additionally, they began using digital accounting software (QuickBooks).

Investing in a Portfolio of Grassroots-led Resilience Building Practices

Achievement 8: Grassroots women improved the food security in their communities.

Local groups and communities led by grassroots women implemented resilient practices contributing to food security (e.g., food banks, 'one-acre model' farming, diversified cropping, catfish and vegetable cultivation, organic urban gardening), practices that guarantee the supply of seeds to producer families (e.g., seed banks, short-cycle seedlings) and rainwater catchment systems for water security.



Grassroots women from Groots Peru demonstrating successful home gardens for food security

Example: Swayam Shikshan Prayog (SSP), in India scaled up its 'one-acre farming model' from 45,000 women in 2016 to 75,000 women in 2021. The model focuses on resourcing grassroots women in drought prone Marathwada region to negotiate small plots of land from their families, or collectively lease land, and implement organic, low input, diversified cropping practices to ensure household food and nutritional security while gaining cultivation rights. Women supplement their incomes through livestock rearing and agri-allied enterprises and implement other food secure measures such as kitchen and backyard gardens that cushion them during the lean season. SSP is scaling the model in partnership with the private sector and Government of Maharashtra across 500+ villages in four districts of Maharashtra by building a cadre of agriculture leaders as Community Resource Persons remunerated by the government to further train and mentor women farmers.

Achievement 9: Grassroots women contributed to restore natural resources to enhance community resilience.

Organized grassroots women promoted forest restoration practices (e.g., agroforestry plots, soil restoration), environmental protection (e.g., mangroves cleaning, recycling) and the use of clean energy alternatives in their communities (e.g., biogas cookstoves, bio slurry) to improve the integrity and resilience of their communities' ecosystem services. In turn, this helped reduce their overall level of exposure to risk (e.g., reducing plastic waste in drainage channels to prevent the risk of flooding).

Example: In 2020, **Wagucha, in Honduras** partnered with Research Institute ASIDE (Research Association for Socio-Economic Ecological Development) to establish five agroforestry plots as a reforestation effort focused on timber species in demand in the national and international market. Wagucha also worked with traditional leaders and initiated practices to protect red, black and white mangroves along the coast through solid waste extraction, watchdog activities to prevent illegal tree cutting, and awareness raising on the importance of mangroves for flood control. They worked with grassroots women's groups to construct seawalls/wave breakers in two communities which were frequently threatened by flooding during the monsoons.

Achievement 10: Grassroots women secured land and housing tenure through negotiations with local authorities.

Members in several countries designed negotiation strategies to gain access and control for grassroots women over family and community land. Their strategies included: negotiations with family and traditional leaders, the use of land mapping tools to generate data and evidence, the development of training manuals and land lease guidelines as well as demonstrations of sustainable agricultural best practices. Persistent dialogue and advocacy with local authorities also helped women secure land tenure for sustainable food production, reclaim their identities and generate profits on investments made.



Members of UCOBAC, Uganda conducting Land Mapping using the Social Tenure Domain Model methodology

Example: **Zambia Homeless and Poor People's Federation (ZHPPF), in Zambia** used the Social Tenure Domain Model, a pro-poor land information tool developed by the Global Land Tool Network (GLTN) and other en-gendered land tools for promoting grassroots women's land rights in rural and urban Zambia. By 2019, over 1000 grassroots women's land rights were secured and formally affirmed. As the majority of women depend on the land for agriculture, their access and control over land is key to their ability to increase incomes. In 2021, an additional 687 women secured formal tenure and also partnered with the local authorities and traditional leaders to construct houses.

Example: **Shibuye, Kenya:** Shibuye has been working with the County Land and Agriculture departments on issues around women's land rights, providing technical training to women's groups, setting up learning centers and providing inputs to women farmers for many years. In 2018, Shibuye worked together with the Ministry of Land to document community-driven land

rights. In 2020, as a result of Shibuye's increased advocacy efforts on their 'Community-driven Land Lease Guidelines' with the Ministry of Land, Ministry of Agriculture and the Land and Agriculture Committees at County Level the Guidelines were tabled in the County assembly, pending endorsement as a Land Policy. In 2021, these Land Lease Guidelines were formally adopted by the Kakamega County government, thus influencing their land programs, and positively impacting the lives of grassroots women.

Achievement 11: Grassroots women were economically empowered through resilient livelihoods strategies.

Local groups promoted, accompanied, and implemented varied resilient livelihood economic empowerment initiatives at the community level based including agri-allied businesses, poultry farming, and the production, commercialization, and marketing of local products (e.g., groceries, paper boxes, detergent, disinfectant, vegetables, clothes, dairy products, organic fertilizers). These initiatives contributed to increasing the families' income and reducing poverty thereby decreasing their dependence on a single source of income.



Grassroots woman implementing the diversified livelihoods model of combined rice-and-fish farming promoted by LIFE Center, Vietnam

Example: LIFE Center, in Vietnam trained women leaders in a number of livelihood practices ranging from making soursop leaf tea and water hyacinth pickles to raising eels, frogs and shrimp using worm compost. Life Center has created and consolidated several training modules on women-led economic empowerment practices and used them to scale up their efforts in new communities. These resilient practices have empowered women, expanded, and secured their incomes and promoted their resilience during floods and droughts.

Building Coalitions and Networks for Learning and Advocacy

Achievement 12: Grassroots women consolidated, documented and publicly shared their knowledge.

Manuals, tools, and videos produced by members to transfer and scale their practices allowed grassroots women to consolidate their knowledge and communicate it within and outside their networks. More than 2,000 knowledge products were produced in different languages and are being used. These include grassroots leadership training and capacity building modules, gendered approaches to climate action manuals, training of trainer's manual on agriculture, land and natural resources management, a paralegal work manual, video documentation of fruit tree planting, resilience building success story documentaries, cooperative management training modules and solid waste management training.

Example: **Asociacion Alianza de Mujeres Costarricense (AMC), in Costa Rica** worked with INAMU (National Institute of Women) and the Gender Unit of Costa Rica's National Commission on Risk Prevention and Emergency Response (CNE) to develop a pedagogical manual on climate change in 2020. The manual recognized the impact of climate change at both global and local levels, its gendered impact, as well as strategies to implement climate adaptation. In addition to being used for training AMC's grassroots women's groups, this manual was used by other civil society organizations to incorporate a gendered approach to their advocacy at COP26. Further refinement of the manual is presently underway.

Achievement 13: Members expanded their constituency bases and learning networks.

Members expanded their constituency bases and learning networks by mobilizing and connecting with new grassroots groups and networks, thereby expanding their reach and the pool of diverse contexts and experiences from which they could learn and demonstrate their ability to transfer their practices.

Example: In 2019, **UCOBAC, Uganda** strengthened their relationship with Climate Action Network – Uganda (CAN-U) and held a national level dialogue with the objective of working as a team towards change in practices that promote both mitigation and adaptation to climate change. Together with CAN-U, UCOBAC and other partners were able to put out an issue paper that was presented at the COP25 in Madrid, Spain. From 2020 onwards, UCOBAC has collaborated with CAN-U, the Government of Uganda and other development partners to formulate Uganda's first legal framework for climate action (The National Climate Change Act) which was passed in 2021.

Achievement 14: Grassroots women strengthened their capacities for digital communication and learning.

In response to the challenges of lockdowns and limited mobility that occurred at the peak of the Covid-19 crisis, grassroots women's organizations invested in learning and using digital tools and technologies to stay connected with their membership, reaffirm their solidarity, coordinate activities, promote information sharing and learning, and engage government online. Grassroots women's familiarity with digital platforms, then allowed the Huairou Secretariat to introduce regular online collaborative learning and consultation with members.

These included, for example, the Climate Reference Group which is a space for Huairou members to have regular discussion on upcoming climate policy engagements and advocacy agendas while also sharing learning opportunities.

Example: Between 2020-21, grassroots women of **Lumanti Support Group for Shelter (Lumanti), Nepal** learned to use online platforms to offer trainings, mobilize Covid-19 responses from medical doctors and city teams, conduct regular meetings with 31 women's groups, and learn and implement programs. These efforts received significant attention and requests for replication in cities across Nepal. By the end of 2021, women's groups were actively using social media and virtual communications platforms to exchange information and updates and hold meetings.



Digital literacy training for rural women conducted by SSP, India

Example: From 2020 onwards, **SSP, India** partnered with the private sector to conduct digital literacy training for grassroots women in rural India, supporting them to organize virtual meetings and trainings using Zoom, and communicate via social media platforms. They also trained women in online banking and helped grassroots women's farmer producer groups to carry out online marketing and sale of agricultural products.

Leveraging Government Partnerships and Influencing Local Policies

Achievement 15: Grassroots groups established partnerships for leveraging resources to scale up local resilience practices.

All member groups who received CRF also leveraged their capacities and practices to negotiate for resources, formal recognition and collaborative arrangements with the government or private sector actors in order to scale up grassroots-driven resilience practices address the issues faced by their communities (access to water, housing, land tenure, extreme weather events, comprehensive health care for women, etc.).

Example: DAMPA/SOFP, Philippines partnered with city mayors and local officials to scale up their resilient practices of urban vegetable gardening. The Vice Mayor of Tanauan-Leyte and Mayor of Cabuyao City lent vacant parcels of land, free of cost, to the grassroots women's groups to carry out organic farming between 2017-2020. The Department of Agriculture and University of the Philippines, Los Baños, also partnered with DAMPA to provide resources like seeds and technical training on organic cultivation to grassroots women's groups. From 2017 onwards, DAMPA began to establish a relationship with the Philippine Office of UN Women. By 2020, they were able to leverage this relationship to access funds for a Community Livelihood initiative focusing on food banks to benefit fisherfolk who were impacted by the Typhoon Ulysses.



DAMPA, Philippines' team meets with the Mayor of Cabuyao, Laguna to negotiate lending of land for community gardening in the Municipality

Collective Organizing for Change, Globally

Grassroots women's organizations are powerful producers of knowledge, but much of the practical knowledge accumulated over time tends to be in the form of tacit rather than explicit knowledge. Articulating and communicating field-tested strategies and insights from grassroots communities can be highly empowering, contributing to grassroots women's self-perception as experts, leaders, and practitioners, who are able to transfer their knowledge to peers.

Strengthening and sustaining our movement for gender-just resilient development requires us to continually expand and strengthen our constituencies, and build strategic alliances and coalitions to learn, act and advocate together. To advance these priorities, the Huairou Commission placed developed and refined grassroots-led tools for shared learning and agenda-setting through leading: (i) internal Peer Exchange and mentorship initiatives organized by our members; (ii) Grassroots Academies convened in conjunction with major international policy forums; (iii) and Communities of Practice, which bring Huairou members together with peers in grassroots and allied professional organizations. These tools built on a common strategy of inviting peers to: collectively reflect on good practices and evidence and to translate these insights into agendas for policy advocacy and collective action.

Huairou also documented and consolidated evidence of its core programs through peer review and publication of case studies by partners such as the Asian Development Bank (ADB)⁴, the World Resources Institute (WRI)⁵ and the International Institute for Environment and Development (IIED)⁶.

Achievement 16: Members exchanged knowledge and practices based on shared learning agendas.

The transition of Huairou to a member-led organization re-invigorated regional learning and planning processes, allowing members to collectively develop shared learning agendas in their respective regions. Each year, members used regional work planning and other consultation mechanisms, to agree on regional learning priorities and organized in-person or virtual peer exchanges.



Grassroots women leaders from Rede Pintadas, Brazil, Las Brumas, Nicaragua and Fundación Guatemala attending a regional peer exchange in 2019

⁴ Huairou Commission & ADB. Accelerating Sustainable Development: Investing in Community-Led Strategies for Climate and Disaster Resilience (2018).

⁵ WRI. Locally Led Adaptation: From Principles to Practice (2022).

⁶ IIED. Locally-led action for poverty, climate and nature – experiences from around the world (2022).

Example: In Latin America, **Rede Pintadas, in Brazil**, organized a regional exchange with Fundación Guatemala and Las Brumas, Nicaragua to better understand global policy frameworks

such as the Sendai Framework and the SDGs as well as the management of the CRF. Based on the tools gained through the exchange, Brazilian women put in place new CRF management structures and established a 'Platform of Grassroots Women Resilience Practitioners'. In 2019,

“Peer exchanges gave us a new perspective. They helped to move us away from seeing ourselves as a small, poor, isolated group to recognizing our expertise and the value of the knowledge/practices we offer.”

- Nereide Segala Coelho, Rede Pintadas, Brazil

the platform convened 96 women leaders from 19 women's groups in Brazil and regular trainings were organized between 2019 and 2021 resulting in a strategic plan with formally defined priorities.

Achievement 17: Members developed and sustained communities of practice with external allies to scale up Climate and Disaster Resilience strategies.

In addition to strengthening existing coalitions led by the Huairou Commission, members invested substantial effort in connecting with likeminded actors to join or build coalitions of allies with shared interests in scaling up climate and disaster resilience strategies and partnerships that work for impoverished communities including through aggregating evidence of the contributions and capacities of grassroots actors to community resilience and co-campaigning in climate and DRR policy spheres.

Example: Locally Led Adaptation (LLA). Huairou leveraged our long-term relationship with Slum Dwellers International (SDI) to combine the power and credibility of our respective global grassroots-led movements to ground global climate debates in the local realities of poor and marginalized communities working to build their own resilience. Together we collaborated, to initiate a learning community, called the Frontline Funds Accelerator, with the International Institute for Environment and Development (IIED) and the Global Resilience Partnership (GRP) – both partners to Sida – and with the forward-looking Climate Justice Resilience Fund (CJRF) to take stock of how climate finance flows to local communities and to review grassroots capacities and mechanisms (such as Huairou's Community Resilience Fund) for managing climate finance.

The value of this collaboration was amplified as we successfully advocated for the Global Commission on Adaptation to include a track on locally-led adaptation. Huairou further contributed to this work through organising grassroots consultations on the **8 Principles for Locally-led Adaptation (LLA)** which have since gained over 100 signatories, including Sida. In our continued collaboration with these partners and World Resources Institute, Huairou provides thought leadership in the LLA Community of Practice positioning it as a critical global reflection, learning and strategizing space for grassroots movements. Huairou members

produced evidence and case studies that advanced our advocacy for a climate finance system that effectively invests directly in grassroots organizations as innovators and implementers of resilience initiatives in their communities.

Achievement 18: Grassroots leaders and members prepared and empowered for participating in policy forums through their participation in the Grassroots Academy.

Since 2010, Grassroots Academies have evolved into an important learning and coalition building tool for preparing grassroots leaders and members for policy forums. In this period Huairou's Grassroots Academies were formally recognized as a feature at the Global and Regional Platforms. Academies were held prior to major global fora such as the World Urban Forums (WUFs) and the Global Platform for Disaster Risk Reduction to connect members to peer networks, share knowledge and practice, formulate shared advocacy messages and dialogue with select partners.

Example: Since 2015, Huairou has organized Grassroots Academies at all Global Platforms for Disaster Risk Reduction (GPDRR) where grassroots women's organizations have shared resilience strategies, identified challenges, oriented participants to Global Platform and formulated common advocacy agendas. In 2019, the Grassroots Academy included Slum Dwellers International (SDI), and additional grassroots leaders and NGOs from Asia and the Pacific sponsored by ActionAid Australia. In addition to robust peer knowledge exchange and deliberations, the platform featured a role-play session with a senior diplomat aimed at sharpening negotiating skills. The Executive Director of CEPREDENAC and Vice President of the World Bank were also invited to join focused and strategic dialogues at the Academy and each carried forth key grassroots messages in their own public comments at the Global Platform.

Influencing Global Policy Processes

Key strategies, across the policy domains, comprised formulating, substantiating and communicating grassroots priorities and advocacy messages. Huairou Commission applies practical and strategic lenses to our policy advocacy work to help grassroots member organizations decide which areas are most relevant to them, use tools and pathways that increase their effectiveness in spheres of influence; and produce organizational and movement-wide gains.

Huairou's advocacy approach is framed to ensure grassroots leaders access to and democratize decision taking arenas relevant to promoting equitable, inclusive and resilient local development. It supports grassroots women leaders and their constituencies to advance from representation, to recognition and securing power in public decision taking and resource allocation.

In the six-year cooperation with Sida, our members have been supported to:

- Decide the policy priorities and domains most relevant to our constituency (Gender Equality and Women's Empowerment; Resilient, Sustainable Development and Livelihoods; Access to and Control Over Productive Resources and Assets—including Tenure Security; and Caring Development/Just Care Economies);
- Master policy literacy and advocacy approaches to advance grassroots women's

standpoints and priorities in advocacy arenas dominated by professionals;

- Prioritize opportunities for strategic influence and constituency recognition in key policy arenas where formal advisement roles can be secured, for instance with UNDRR, UNHabitat, UNWomen; and,
- Initiate and sustain collaborative partnerships with key actors to localize and advance international policy commitments at scale (such as Climate Financing and Engendering Local Governance).

Our policy focus persistently emphasized the linked goals of empowering women through recognition of their expertise, knowledge and capacities of grassroots women's organizations and driving an agenda of gender-just resilient community development. As such, when working with global women's agenda, we position ourselves as the voice of women in poor communities; when working in the disaster risk reduction and climate resilience spaces, we advocate for local action and gender perspectives and in our work with cities and human settlements, we press for attention to grassroots women's priorities.

In this period, grassroots membership updated Huairou's policy priority areas to enhance resilience. Following the robust advocacy leading to the adoption of the 2030 Agenda, the Sendai Framework, and the New Urban Agenda, grassroots women's organizations gained recognition as experts and stakeholders rather than vulnerable groups and beneficiaries. We turned our attention to sustaining the formally recognized roles of grassroots women's organizations in delivering global commitments and monitoring progress. In the past two years, members also opened new lines of advocacy and set targets in the domain of Economic Justice and Rights, including focus on Productive Resources/Assets; Access to Markets and Decent Work; Formalizing Targets and Roles in the Global Care Alliance.

Achievement 19: Global institutions increasingly formalized the recognition and role of grassroots women in the implementation of global policy frameworks.

Longstanding HC partnerships with policy institutions in this reporting period were characterized by recognition of stakeholder groups, appointments on advisory groups; and an increased formalization of the role of HC and members in grassroots women's organizations in coalitions. Global policy institutions (such as UNDRR, UN-Habitat, UN Women/Gender Equality Forum) created formal mechanisms that institutionalized grassroots women's role as key stakeholders whose perspectives are essential to the implementation of the global policy frameworks. The coalitions provided regular opportunities to formulate, review strategies, co-design engagements with policy institutions.

Repeated invitations coupled with financial support to return to policy venues were a sign of our credibility as a movement and publicly reaffirmed the position of grassroots women as knowledgeable stakeholders. Yet we found that the roles of grassroots women's organizations were not being institutionalized. This means that gains made could be easily eroded and engagement in policy processes had to be repeatedly re-negotiated. Constant changes in staffing and structures of UN and donor partner agencies required substantial work on Huairou's part to continuously re-orient and gain the confidence of new staff.

Example: UNDRR. Huairou established the Community Practitioner's Platform for Resilience (CPPR) in 2011 to represent community perspectives in the implementation of Sendai. The CPPR was recognized as a formal constituency in UNDRR's Stakeholder Engagement Mechanism and joined other stakeholder groups in support of Sendai implementation and the Global and Regional Platforms for DRR. Additionally, the HC-led CPPR took the lead in securing formal recognition for Sendai Stakeholders as a constituency in the Steering Committee of UN Major Groups thus ensuring that the implementers of the Sendai Framework are recognized as constituency in all UN processes.



Huairou Commission convened the CPPR to identify grassroots priorities from the Asia Pacific Region for the upcoming Sendai Mid-Term Review in 2021

Through this work, Huairou has gained colleagues' respect for CSO's implementing the Sendai Framework as key contributors to realizing 2030 aims. For grassroots women's organizations, the CPP has: a) publicized and mainstream the good practices and DRR/adaption impact they have produced; and in turn b) de-legitimated their status as a 'vulnerable group' by building an evidence base attesting to the strategic partnerships they are driving with their local, national and regional authorities and in global campaigns to localize climate financing.

Example: UN-Habitat. The Huairou Commission has played a key role in engendering UN-Habitat, across policy frameworks spanning the Habitat Agenda (1999) to the New Urban Agenda (NUA) (2016) and the relevant MDG and SDGs in between. The relationship was formalized in 2017 with a 5-year Memorandum of Agreement. In this same period, Huairou has consistently convened Women's Caucuses and anchored Grassroots Assemblies in UN-Habitat's regional and global fora (World Urban Forum, UN-Habitat Assembly). Huairou members held key positions on the [Advisory Group on Gender Issues \(AGGI\)](#), the [Global Stakeholders' Advisory Group \(SAGE\)](#), the [Global Land Tools Network \(GLTN\)](#). These are channels for grassroots and NGO leaders of HC to formally advise UNHabitat's ED and senior staff on the agency's strategic directions and plans; and evaluate and support UNHabitat in fostering inclusive, safe and resilient cities and human settlements that provide urban poor women and families decent housing, basic services and sustainable livelihoods

Reflective of HC's standing in this sphere, the President of the UN General Assembly appointed Violet Shivutse,



Shorai Chitongo, a grassroots leader from the Huairou Commission, addressed the UN General Assembly at the High Level Meeting to assess implementation of the NUA

HC Governing Council Chair, to an Advisory Committee on Sustainable Urbanisation⁷ mandated to anchor a High-Level Meeting on Implementation of the New Urban Agenda. To represent the perspectives of the grassroots constituency, HC and SDI leaders were consulted to shortlist advancements, challenges and the impact of the pandemic on realizing NUA. The breadth and insights of her interventions were highly valued by the President, Habitat staff and other stakeholders who agreed to take them forward.

⁷ HC is one of the four non-member-states and UN Agency member.

Achievement 20: Global actors recognize and resource the Huairou Commission to bring grassroots women's DRR perspectives into climate policy fora.

Our collective body of work on grassroots women led DRR, our coalition building efforts and our long-term partnerships, along with targeted engagements led by the Secretariat opened doors to engagement and consultation opportunities in the climate action domain with policy actors new to us. In this period Huairou created and pursued opportunities to engage, establish credibility and share evidence with climate finance and policy institutions who, acknowledging the credibility of our movement and the value of grassroots insights, resourced Huairou to bring grassroots women's DRR perspectives into the UNFCCC COP and other climate policy such as the CBA and Gobeshona as well as NY and London Climate Weeks.

Strengthening our coalitions and relationships with International Institute for Environment and Development (IIED), World Resources Institute (WRI), Slum Dwellers International (SDI), Climate Justice Resilience Fund (CJRF), Global Resilience Partners (GRP) and others helped us to drive an effort to advance Principles for Locally Led Action through the Global Commission on Adaptation (see Focus on Forging Coalitions for Collaborative Learning and Action) and subsequently contributed to a establishment of Community of Practice, in which Huairou Commission co-anchors the Grassroots Constituency.

A strategy that HC employs is investing, initiating and sustaining collaborative partnerships with key actors to localize and advance international policy commitments that ensure grassroots leaders access and democratize decision taking arenas relevant to promoting equitable, inclusive and resilient local development. This supports grassroots women leaders and their constituencies to advance from representation, to recognition and securing power (in public decision taking and resource distributions).



Suranjana Gupta from the Huairou Commission at the launch of ADB's CRPP Program at COP26

These engagements help to secure a role for Huairou Commission members and other grassroots actors in Regional and Global Resilience Hubs (virtual and in person) held prior to and during the UNFCCC COPs 26 and 27, and other forums such as those convened by ICRC IFRC, ICCCAD we were able to put forward powerful insights and experience to engage High Level COP Champions, financial institutions such as the Green Climate Fund (GCF) where we were invited to review the practicality of their Enhanced Access Mechanisms and UK FCDO who has consulted with Huairou through the design of their efforts to raise the visibility of Adaptation through the COP's.

Achievement 21: Grassroot women leaders influence policies and practices of regional multilateral institutions.

Through long term collaborative relationships with regional institutions such as the Asian development Bank (ADB) and the Regional Intergovernmental body of Central American Disaster Management Organizations (CEPREDENAC), leaders of grassroots women's organizations gained formal recognition (e.g. certified as resilience managers) as DRR and resilience building experts and opened doors to collaborate with national disaster management agencies, as well as other government and multilateral agencies in addressing emergency response efforts and co- designing new initiatives (e.g. ADB's Community Resilience Partnership Program) to increase government **investment in community resilience**.

Example: Partnership with CEPREDENAC scales up skills and recognition for grassroots women. Following years of advocacy by Huairou in the regional intergovernmental forum, national disaster management organizations agreed to a formally certify grassroots organizations to play a active roles in the design and implementation of the Sendai Framework and local DRR strategies. In 2019, Huairou Commission and CEPREDENAC signed a formal agreement and, with co-financing from COSUDE (the Swiss Development Cooperation in Central America), grassroots women across the region were trained and certified in disaster risk reduction and climate resilience practices, emergency preparedness, post-disaster livelihood recovery and response and to work in partnership with the local and national Civil Protection Agencies, through an established coordination system.

At local level, in the event of disasters, the certified women liaise with government agencies to support early warning, link vulnerable households with government support and organize assistance for communities. At the national level, the certification allows grassroots leaders to bring the concerns of grassroots women and their communities into climate change and DRR policy discussions.

Example: ADB's Community Resilience Partnership Program (CRPP). Following a 1.5 year initiative in which Huairou members in Indonesia, Philippines and Vietnam received small funds to demonstrate evidence of grassroots women's leadership in advancing resilient development in partnership with national governments, we co-developed a Regional Dialogue and series of knowledge products that highlighted grassroots women's roles in pressing governments to include resilience priorities in development programs.

Based on this the ADB conceived its Community Resilience Partnership Program - a 7 year program with funding commitments of UK FCDO, the Norwegian Development Fund (ADF) and Agence Française de Développement (AFD), aimed at increasing government investment in community resilience. HC is now a formal partner in the governance structure of this new initiative --- a significant milestone for a grassroots organization. In this period, Huairou leveraged the wider regional and global expertise generated through our Sida partnership and collaborated with ADB to organize public debates in global and regional forums that showcased the benefits of grassroots women's engagement in advancing equitable resilient development and produced organizational and movement-wide gains.

Achievement 22: Grassroots leaders supported the design, testing and implementation of Gender-Responsive Land Tools.

Our leadership in land policy arenas was reinforced throughout the period. Our work is supported through our regional mechanism - Women Land-Link Africa (WLLA) (as a grassroots-led regional peer learning and advocacy platform currently hosted by Huairou member, Ntengwe).

HC played an instrumental role in co-designing, testing and implementing gender responsive land tools - particularly the Gender Evaluation Criteria and Social Tenure Domain Model for empowering grassroots women through the Global Land Tools Network. The tool has been widely used by members in Uganda (UCOBAC) and Zambia (ZHPPF), creating pathways that increases their effectiveness in sphere of influence resulting in grassroots women's ability to secure land tenure and receive land rights certificates by local governments. In Uganda, UCOBAC analyzed the National Land Policy through the Gender Evaluation Criteria resulting in development of a strategy for engendering land policy in Uganda in collaboration with UN-Habitat.

Huairou has been recognized by governments as a key advisor on the Global Land Tools Network 2019-30 Gender Strategy. We were re-elected as the Vice Chair of the Global Land Tool Network Steering Committee (supported by UN Habitat) in 2020 and co-convened the GLTN Partners Meeting to integrate grassroots voices and priorities across the network and, similarly, advised the International Land Coalition on their five-year strategy (supported by IFAD).

Huairou, through the SDGs Land Momentum Group, contributes to the Global Land Report and review of land tenure and governance in the implementation of SDGs and New Urban Agenda. At the World Bank's Annual Land and Poverty Conference, Huairou has co-chaired grassroots women's caucuses, presented evidence of gender dimensions of land access and tenure, promoted women's representation in land governance structures and advanced strategies to enhance resilience through ensuring women's access to and control over land. At regional level, we have contributed to the assessment of the African Union's Land Policy Framework and Guideline through sessions at the Conference on Land Policy in Africa.

Achievement 23: Grassroots leaders directly influenced decision-making of multi-stakeholder coalitions at the global and regional level to accelerate Gender Equality and Women's Empowerment.

Based on the experience, trajectory and recognition Huairou's leaders are invited to occupy key positions in advisory groups of multi-stakeholder coalitions at the global and regional level (e.g., UN Women's Civil Society Chief's Advisory Group, the Generation Equality Forum (GEF) Multi-Stakeholder Global Steering Committee for Beijing +25 and GEF Mexico) which enabled direct influencing in the decision-making processes of these bodies. Huairou assumed a lead role in designing the GEF' Action Coalition strategy: a five-year result focused initiative to accelerate key dimensions of gender equality and women's empowerment.

Example: The Huairou Commission was appointed to the UN Women's Civil Society Chief's Advisory Group and the Generation Equality Forum Multi-Stakeholder Global Steering Committee for Beijing +25, where the Chair, Violet Shivutse serves as the sole grassroots representative alongside member states, philanthropists, and other strategic actors. GC board

member Magdalena Garcia serves on the Mexican GEF advisory group and has taken part in global decision making as a result.

Through its role in the Generation Equality Forum and co-lead of the Action Coalition on and Economic Justice and Rights and the Action Coalition on Gender-Based Violence has mobilized multi-stakeholder action and made significant commitments in cross cutting areas including Land and climate resilience. Grassroots women's policy literacy and advocacy skills advanced measurably through these processes as the majority of HC's mature grassroots member groups participated and became fluent in key issues emphasized during the 18-month long UN Women Generation Equality Forum program and policy dialogue initiatives.

Example: The Global Alliance for Care is a global initiative launched during the Generation Equality Forum by the National Institute of Women in Mexico in alliance with UN Women with an objective to influence various stakeholders - governments, international organizations, private sector, and other strategic partners to bring policy and institutional changes that reduce the burden of care on women and support their engagement in economic opportunities. Huairou Commission became involved in the Global Alliance for Care at its inception by participating in planning and speaking at several of the GAC's events including as a key anchor of the upcoming Grassroots Women's Global Summit scheduled for 2023. As a testament to her decades of contributions and expertise in this area, Chair of Huairou's Governing Council, Violet Shivutse is one of eight leaders appointed to the Management Committee of the Global Care Alliance. The Management Committee will be installed by the National Institute for Women of Mexico (INMUJERES) and UN Women as the Alliance's conveners later in 2022.

Transitioning to a Grassroots-led Social Movement

This section highlights achievements related to Governance, Organizational Structure and Operations of Huairou Commission Updated to Sustain Movement Building and Social Change Impact.

In presenting our main achievement of our 4-year effort to develop participatory, local to global grassroots-led decision-making processes and governance platforms, we present two standpoints: one is internal to members'/movement's aspirations and mandates; the other is external, related to the relevance of Huairou's changes to the dominant governance strategies of feminist organizations (INGOs and CBOs) and their accountability to grassroots women.

In 2018, the Huairou Commission began the process of transitioning from a secretariat-led network to a member-led movement with structures to accelerate bottom-up decision making and nurture membership and constituency development. Those structures include: (i) an elected Governing Council (GC) (that is mandated to include $\frac{2}{3}$ grassroots leaders); (ii) four Board committees (Executive; Membership; Elections and Audit); (iii) Regional Committees; and (iv) Member-led Program and Policy Advocacy Groups. An annual Global Grassroots Women's Congress is the primary convening held for members to evaluate progress; reflect on challenges in realizing the movement's strategic plan; and propose new directions as needed.

In these past four years, the Governing Council has proven its ability to convene, engage and build the capacities of its 100 members to lead the global movement, direct and oversee the work of the Secretariat, including programming, policy engagement and advocacy, financial management and resource mobilization. The 2022 External Governance Evaluation validated a number of achievements including:

Achievement 24: The new Governing Council (GC) and decision-making structures succeeded in providing strategic leadership and oversight to the Huairou Commission.

The grassroots women's majority in the Board of Directors of Huairou Commission is widely recognized—across our membership as a transformative step—that has increased participation and agency of member groups in the movement. The 2022 independent Governance Evaluation, concluded “authority and responsibility of the members of the GC are now clearly spelt out in the bylaws and are being carried out in the realm and practice of real decision taking within the organization.”

Over the past 4 years, Huairou members have developed strong competencies in framing and leading program and policy advocacy platforms that have been successful and note-worthy internally and externally. Examples include the Beijing + 25 stock taking and public partners dialogue; Huairou's thought leadership in and contributions to the Generation Equality Forum (the Economic Justice Action Coalition and Global Alliance for Care in particular), and the implementation of a 2-year Covid-19 Recovery Initiative and Advocacy Program.

These advancements have further legitimized and bolstered the credibility and authority of Huairou Commission's grassroots leaders in the global development arena, including the UN where Huairou plays prominent roles in UN Habitat activities (as Grassroots and Women's Constituency Convenors, World Urban Campaign anchors, and in Huairou's Governing Council Chair being asked to address member states at the 2022 HLPF and join the 8-person Management Committee of the Global Alliance on Care).

Externally, in the world of gender equality and women's empowerment, poverty eradication, and sustainable, and resilient development specialists - Huairou's governance change and expanded grassroots leadership in policy arenas have signaled to professionals in these fields that it is illegitimate for them to continue to speak for and about the needs and priorities of grassroots women living and organizing in poor rural and urban communities without their mandate or consent.

“The sense of ownership has really grown; it isn't a New York organization any longer. We are the organization - local to regional to global. It has broadened our development agenda; we aren't narrowly focused, and we are looking at how to build on priorities from the bottom up.”

-Pauline Kariuki, Rural Women Network, Kenya

Achievement 25: A new cadre of grassroots women strengthened their leadership skills and replicated their training as part of an innovative Leadership Development Program based on Huairou's six core empowerment tools.

In 2021 Huairou launched a new global Leadership Development Program in response to members' demands to systematically invest in strengthening grassroots women's leadership - the foundation on which Huairou's movement rests. The Program was informed by Huairou's peer learning and mentorship approach that nurtures new leadership, sustains organizations and promotes a culture of collaboration that propels the movement.. 12 experienced grassroots mentors revised and strengthened Huairou's six core empowerment tools: Leadership Support Process, Community Asset & Risk Mapping, Local to Local Dialogues, Peer Exchanges, Monitoring aka “Watch Dog” Groups, and Grassroots Academies.

The 12 mature leaders guided **20 mentees**. **These mentees** each piloted a selection of the core tools in their local communities, both through training local community members and applying the tools directly. Collectively the mentees trained over 800 grassroots women leaders and are reporting multiple effects in their communities ranging from increased confidence and community engagement among grassroots women, greater recognition by local authorities of grassroots perspectives and expertise, improved access to resources and decision-making spaces, and the beginnings of a community vision for future leadership development and partnerships.

Insights and Way Forward

This section signals how lessons and insights from this 6-year collaboration have been carried forward into our Strategic Plan (2021-2025) and our new partnership agreement with Sida, which began 1 July 2022. More detailed lessons from the Sida-Huairou agreement are on record in (i) the external evaluation of our five-year Strategic Plan and Program prepared by Athari; (ii) an additional external review of our Governance prepared by Knowledge Links and (iii) two internal control reviews (ISK's) carried out by KPMG and Ernst and Young. Our reflections and responses to these reviews provide additional lessons and insights about what we have learned in the past 6 years through this partnership. Specific lessons carried forward include:

Updating our Theory of Change to express and track the purposefulness of our strategies

Following review of our MEAL systems by Athari, Huairou expanded its Resilience Diamond to reflect immediate and intermediate level changes influenced through our work. Based on the updated ToC a new result framework was formulated, including a new set of indicators that is being piloted to ensure that members consistently apply the same definitions and units of measurement in their reporting which will allow for proper data aggregation. The new results framework disaggregates the outcomes achieved by our members in their communities from outcomes achieved by our movement through collective action. This approach has already been applied in the present report.

Strengthening our members' operational systems set as a strategic and programmatic priority

Recognizing the heightened standards and attention to due diligence required by donors, strengthening the financial management and accountability systems of grassroots organizations is a primary focus of our next phase of operations. This aspiration is widely shared across our members as it helps to ensure the scalability and sustainability of grassroots resilience action and opens doors to new financial flows to resource their efforts to achieve gender-just resilience in their communities.

Building the capacity of our members to negotiate resilience policy and partnership outcomes

The combined impact of COVID-19 and other disasters on our members; the increased demand for member participation in donor-driven evaluations; and other due diligence exercises reinforces the recommendation from Athari's Strategic Review to increase the number of leaders who can represent the movement in resilience policy venues and participate in the bottom-up planning and decision-taking that support our resilience work. Accordingly, our Leadership Development Program will be expanded to continue mentoring members in our collective tools and approaches.

Leading Covid-19 Response, Relief and Recovery



Grassroots women from ZHPPF Zambia carrying out Covid-19 sensitization

With the onset of the COVID-19 pandemic in late 2019, Huairou members were faced with multiple challenges arising both from the Pandemic as well as heightened economic and health related risks. Lockdowns, interruption in public services, lack of connectivity and poor access to resources resulted in food scarcity and loss of livelihoods, migration and increased the burden of caregiving on grassroots women.

Financing Grassroots Women in Crisis

Recognizing the urgent need to devolve financial resources to grassroots groups, the Huairou Commission and its newly formed grassroots-led Governing Council decided to set aside emergency funds to support grassroots-led strategies that demonstrated the role of grassroots women as community resilience champions in partnership with their local government and other stakeholders.

The application guidelines, peer review and vetting processes were guided entirely by regional representative directors of the governing council. Members whose proposals needed strengthening were paired with those with more experience in preparing proposals to build proposal writing and financial management capacities. The regional representatives' deliberations focused on the values underpinning the fund (e.g., desire for flexible funding for

grassroots leaders, building the capacity of leaders to receive and manage funds, capacity and resilience building through COVID-19 recovery efforts).

Approximately, \$229,730 USD was channeled to a total of 35 groups in 2020 and 2021 - to both mature and entry level organizations - after a member-led committee assessed proposals - with Secretariat support - based on criteria agreed upon by the Governing Council. Clinics and peer mentoring were used to improve members' program strategies and plans. 90% of the funding was awarded to grassroots organizations with 10% awarded to facilitating NGOs.

Grassroots-Led Actions in the face of the COVID-19 Crisis

Small grants were used by members to organize a range of responses to provide short term emergency assistance as well as address persistent stresses that continued as the crisis unfolded.

Several members organized diverse task forces tailored to community priorities in partnership with their local government. For instance, **In Nepal, NMES** organized community task forces of women and youth to coordinate and distribute humanitarian assistance. **LUCOHECO, Uganda** convened a 10-member community risk reduction committee with partners to provide referral services to victims of GBV and advocated with the local government to deliver COVID-19 care and treatment.

Members worked collaboratively with partners to ensure that vulnerable households and communities received assistance. Women leaders of **Rural Women's Network, Kenya** collaborated with Kajiado County's Department of Health to administer COVID-19 vaccines to rural women. Groots Jamaica partnered with the Red Cross, Social Development Commission (SDC) and local municipal councilors to distribute information and food to the most vulnerable, particularly the elderly.

With the loss of livelihoods and food security, grassroots organizations prioritized initiatives to restore incomes and sustain food security. MUDECI, Mexico created a network of women farmers and supported them to market, produce and deliver 8000 meals from their community kitchens to vulnerable households across six communities. ULAP, Philippines promoted urban gardening to cultivate vegetables and medicinal plants. Additionally, grassroots women were trained in small-scale livelihood initiatives to stabilize incomes, food security and nutrition. Profits generated from livelihoods were used to run community soup kitchens and provide food supply pantries to feed families.



Counselling provided to victims of gender-based violence by Himawanti, Nepal



Women's groups from MUDECI, Mexico operated community kitchens during the pandemic

Sida Results Framework with Goals, Outcomes, Results and Achievements

GOAL 1: GRASSROOTS WOMEN CAPACITATED AND ORGANIZED TO FUNCTION AS AGENTS OF CHANGE

Outcome 1.1. Strengthening Grassroots Leadership and Organizing

Key Result Area 1.1.1. Grassroots groups collectively undertake public leadership roles

Achievement 1:	Grassroots women increasingly assumed public leadership roles.
Achievement 2:	Public institutions formally recognized and endorsed grassroots leadership.
Achievement 3:	Communities and local government gained awareness and knowledge for localizing global policy frameworks.
Achievement 4:	Grassroots women expanded their understanding of risks and risk-informed planning, often in partnership and with the support of local governments.
Achievement 5:	Women's groups and communities improved their capacities to respond and recover from disasters.
Achievement 6:	Member organizations joined coalitions and persistently advocated to influence local and national governments.
Achievement 7:	Members strengthened their financial and program management capacities to ready their organizations for sustained and scaled action.

GOAL 2: WOMEN LED RESILIENT COMMUNITY DEVELOPMENT IS STRENGTHENED AND EXPANDED

Outcome 2.1. Promote Local Awareness, Skills and Good Practices

Key Result Area 2.1.1. Grassroots women's resource and asset base is protected and enhanced

Achievement 8: Grassroots women improved the food security in their communities.

Achievement 9: Grassroots women contributed to restore natural resources to enhance community resilience.

Achievement 10: Grassroots women secured land and housing tenure through negotiations with local authorities.

Key Result Area 2.1.2. Resilient livelihoods options and income generation enhanced

Achievement 11: Grassroots women were economically empowered through resilient livelihoods strategies.

GOAL 3: PUBLIC AWARENESS AND SUPPORT OF GRASSROOTS WOMEN'S KNOWLEDGE AND DEVELOPMENT AGENDA EXPANDED

Outcome 3.1. Strengthen Networks and Coalitions as well as Increase Awareness and Knowledge of Grassroots Approaches

Key Result Area 3.1.1. Modalities of local knowledge and good practices are consolidated and transferred

Achievement 12: Grassroots women consolidated, documented and publicly shared their knowledge.

Key Result Area 3.1.2. Grassroots community groups federated for learning and advocacy

Achievement 13: Members expanded their constituency bases and learning networks.

Achievement 14: Grassroots women strengthened their capacities for digital communication and learning.

Key Result Area 3.1.3. Other strategic allies and stakeholders co-promote grassroots agenda

Achievement 15:	Grassroots groups established partnerships for leveraging resources to scale up local resilience practices.
Achievement 16:	Members exchanged knowledge and practices based on shared learning agendas.

GOAL 4: GRASSROOTS WOMEN RECOGNIZED AS EXPERTS IN ALL PHASES OF THE DEVELOPMENT

Outcome 4.1. Increase Influence and Change Public Policy and Processes

Key Result Area 4.1.1. Grassroots Women active engagement in community problem solving and related decision-making

Achievement 17:	Members developed and sustained communities of practice with external allies to scale up climate and disaster resilience strategies.
Achievement 18:	Grassroots leaders and members prepared and empowered for participating in policy forums through their participation in the Grassroots Academy.

Key Result Area 4.1.2. Recognition of grassroots women’s capacities or expertise in various public roles

Achievement 19:	Global institutions increasingly formalized the recognition and role of grassroots women in the implementation of global policy frameworks.
Achievement 20:	Global actors recognize and resource the Huairou Commission to bring grassroots women’s DRR perspectives into climate policy fora.

Key Result Area 4.1.3. Partnerships with national & global entities demonstrated

Achievement 21:	Grassroot women leaders influence policies and practices of regional multilateral institutions.
Achievement 22:	Grassroots leaders supported the design, testing and implementation of gender responsive land tools.
Achievement 23:	Grassroots leaders directly influencing decision-making of multi-stakeholder coalitions at the global and regional level to accelerate gender equality and women’s empowerment.

GOAL 5: GOVERNANCE, ORGANIZATIONAL STRUCTURE AND OPERATIONS OF HUIROU COMMISSION UPDATED TO SUSTAIN MOVEMENT BUILDING AND SOCIAL CHANGE IMPACT

Outcome 5.1. Strengthen Organizational Structures and Operations to Reflect Mission & Context

Key Result Area 5.1.1. Capacities raised and governance structures strengthened to integrate and formalize grassroots roles in decision-making processes

Achievement 24:

The new Governing Council (GC) and decision-making structures succeeded in providing strategic leadership and oversight to the Huairou Commission.

Achievement 25:

A new cadre of grassroots women strengthened their leadership skills and replicated their training as part of an innovative Leadership Development Program based on Huairou's six core empowerment tools.



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