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USAID'S COLLECTIVE ACTION TO REDUCE GENDER-BASED VIOLENCE (CARE-GBV)

How to Engage Locally Led Organizations in Gender-Based Violence Programming

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How to Engage Locally Led Organizations in Gender-Based Violence Programming

Overview

Ethical and effective approaches to address gender-based violence (GBV) depend on meaningful engagement with locally led organizations and other local actors working on GBV. Evidence demonstrates that local feminist and women's rights organizations and movements are key to mobilizing for social change related to gender equality and GBV.¹ Furthermore, engaging local organizations has been documented as a best practice in GBV programming.² USAID and implementing partners (IPs) can work meaningfully with local partners to develop programming that is built on the priorities, knowledge, experiences, and expertise of diverse people who live in the context where an activity is implemented. These ongoing efforts must amplify local leadership and place those closest to the issues at the forefront of decision-making to foster sustainable change.

This how-to note will support USAID staff and IPs in deepening their understanding of the importance of engaging locally led organizations in GBV programming. The document includes definitions, a framework, and practical strategies, and it provides USAID staff and IPs with guidance for continuous reflection, learning, and adaptation. The how-to note should not be viewed as an exhaustive resource on this topic; instead, it should be paired with other resources provided in this note.

Key Points

Engaging locally led organizations in GBV programming is a process that:

- Places local actors at the forefront of developing effective approaches to address GBV
- Requires funders to address internal policies and processes that prevent locally led organizations from developing approaches that are relevant to the local context and implementing GBV programming that best meets their needs
- Supports efforts to decolonize development practice by prioritizing the knowledge, experience, and expertise of local organizations and communities

Table 1. Key definitions

Enabling environment	Enabling environment refers to the broader environment, including the political, economic, and social dynamics that enable or curtail GBV. ³ Strengthening the enabling environment to address GBV in partnership with local organizations includes: (1) deliberate power-shifting opportunities and strategies that address barriers to engaging women’s rights organizations and other locally led groups, and (2) provides opportunities to address their needs and priorities in a way that facilitates meaningful partnership.
Localization	Localization is a process of shifting responsibility, leadership (e.g., technical and management decisions), and funding for implementation to host-country organizations and institutions. ⁴ Localization is a component of locally led development.
Locally led development	Locally led development is the process where local actors set their own agendas; develop solutions; and bring the capacity, leadership, and resources to make those solutions a reality. ⁵
Power	Power is the ability to control, access, and influence resources, opportunities, and decision-making processes for oneself and others.
Privilege	Privilege refers to social advantages and benefits an individual holds as a result of belonging to a certain social identity group. ⁶ People who have historically held positions of power and dominance over individuals of marginalized social groups have unearned privilege that may be based on race, gender, class, caste, religion, ethnicity, physical ability, and other identities.

“Social power is the capacity of different individuals or groups to determine who gets what, who does what, who decides what, and who sets the agenda.”

– Source: Srilatha Batliwala, *All About Power: Understanding Social Power and Power Structures*



The Importance of Shifting Power when Engaging Locally Led Organizations in GBV Programming

The pursuit of shifting power is achieved through an intersectional feminist approach,^a which acknowledges overlapping forms of oppression that affect diverse populations, especially women and girls—including lesbian, bisexual, and transgender women and girls—who are disproportionately affected by GBV.¹⁵ Changing the power relationship, or shifting power, and working in equitable and inclusive partnerships with local actors and organizations is key to quality GBV programming that is accountable to the local community and cultivates local ownership of GBV programming.

Understanding the power dynamics when engaging locally led organizations involves taking steps to comprehend the local system; learning how organizations working on addressing GBV fit into that system; and identifying the priorities, strengths, and goals of local actors.¹⁶ This can include addressing the power dynamics among funders, international prime and subaward recipients, and other local stakeholders. Efforts to engage local organizations must consider the power dynamics within communities. Within the local level, there are layers of inequality, privilege, and power that USAID and IP activities may unintentionally exacerbate and constrain efforts to achieve effective GBV programming with local partners.

Box 1. Decolonizing Development and Its Links to Locally Led Development

“The idea of decolonizing aid can take many forms in action: from localized leadership in programs on the ground to increased funding. But fundamentally, decolonization means decision-making is in the hands of the people directly impacted by aid and development programs.” – Byatnal⁷

Decolonizing development means correcting the unequal power dynamics and access to resources rooted in colonial history and sustained through development and humanitarian assistance.⁸ Additionally, the binary sex and gender systems, and many gender norms that sustain unequal access to power and underpin GBV, are rooted in Western society. Therefore, it is critical to take into consideration the uniquely diverse historical, cultural, and contextual understandings of gender and responses to violence.^{9,10,11}

While “locally led development” and “decolonizing development practice” should not be used interchangeably, there are important synergies between these terms. Decolonization involves a process of deconstructing attitudes and beliefs regarding the superiority of ideologies, approaches, and perspectives from former colonial powers that shaped global development practice, including those from Western Europe, the United States, and Australia. It is the process of critically thinking and shifting practices that foster unequal power relations. This includes interrogating the language we use in the GBV field;^b addressing knowledge hierarchies where actors outside of the local context drive the production of knowledge on GBV; and acknowledging and unlearning patterns of dominance, such as taking charge and making decisions on behalf of people GBV programming directly affects.¹² The process of unlearning must be paired with practical approaches and strategies to locally led development: addressing entrenched hierarchies of funding decisions and ceding power to engage local actors as true partners. This means following the lead of local stakeholders and people GBV affects the most in their contexts.

^a An intersectional feminist approach recognizes that people’s social identities overlap, compounding experiences of oppression or privilege. People experience different types and degrees of disadvantage under patriarchal systems. In addition, subordinated social groups—especially those defined by race or ethnicity, gender, religion, socioeconomic status, and sexuality—often have unequal access to power, privilege, and other material resources.

^b For more information on the power of language in work on addressing GBV, see the SVRI Knowledge Exchange: The Power of Language and Its use in the GBV Field. Accessible at: https://www.svri.org/sites/default/files/attachments/2021-11-25/SVRI_Knowledge_Exchange_Power_of_Language.pdf

Box 2. What Is Local?

The term “local” is used to describe a wide range of actors, including local and national governments, community-led organizations, civil society organizations, and communities themselves.¹³ There are organizations that have long existed in certain communities and have “localized,” but may not be local (e.g., an international nongovernmental organization headquartered in the United States with offices and local staff in a specific community). These organizations may have the capacity and resources to write complex funding proposals and develop GBV strategies aligned with funders’ priorities, but these strategies may not align with the local community’s context or priorities. Community-based and -led organizations (e.g., an organization that is located in and provides services to the surrounding community) are often smaller-sized organizations with shared experiences and understanding of the local context. These organizations are often best placed to facilitate community action and mobilization.

The goal for locally led development is to move beyond instrumental localization, where there is only a transfer of financial resources without meaningful inclusion of local organizations and other stakeholders at all stages of program design and implementation. Instead, the focus should be on redistributing power by shifting ownership and the practice of decision-making to local actors, and respecting local ways of being and knowing that may differ from external stakeholders’ or funders’ perspectives and approaches to addressing GBV.¹⁴

USAID’s New Partnership Initiative focuses on expanding opportunities for local partners. For more information on the initiative’s standard practices and definitions, [visit here](#).

USAID and other funders have an opportunity to move beyond simply building the capacity of local organizations to win and manage financial awards. Funders should instead focus on addressing the structural obstacles that hold funding institutions back from putting local voices in the lead.^{17,18} For example, funders should review their operational policies and handbooks to address compliance and reporting requirements or other regulations that present significant barriers or exclude local actors from accessing USAID funding, designing programs, managing activities, and conducting evaluations. As needed, funders can incorporate concepts and practices (e.g., local ownership, relinquishing power, intersectionality, accessibility, inclusion, equity, and language justice), processes (e.g., ensuring adequate

time for staff to meaningfully engage local partners), and staffing needed to support and advance locally led development, along with related training for current and incoming staff.¹⁹

Another essential element of shifting power includes ongoing reflection on power and privilege at the individual and team levels. USAID and IPs involved in designing and implementing GBV programming with local actors can create opportunities for continual learning and reflection on gender, power, and violence—for example, through workshops, pause-and-reflect sessions, interactive group activities, and facilitated group discussions. These activities can be planned throughout the program cycle (see Box 3. Critical Reflection Exercises on Power and Privilege).

Box 3. Critical Reflection Exercises on Power and Privilege

USAID and IP staff focused on GBV and human rights should undertake critical self-reflection on power and privilege, individually or as a team. Critical self-reflection is a continuous and iterative process that can minimize harm and unintended consequences. The following tools are designed to help those who wish to undertake self-exploration and reflection related to gender, power, and violence.

- AWID. 2019. *Feminist Realities: Our Power in Action: An Exploratory Toolkit*. <https://www.awid.org/resources/feminist-realities-our-power-action-exploratory-toolkit>.
- GBV Prevention Network. 2013. *Get Moving!* <https://preventgbvafrica.org/get-moving/>.

Engaging Locally Led Organizations in Strengthening an Enabling Environment for GBV Programming

An enabling environment in relation to GBV programming refers to the broader environment, including the political, economic, and social dynamics that enable or curtail GBV.²⁰ Strengthening an enabling environment helps address barriers within local contexts and bolsters the ability of locally led organizations to prevent, mitigate, and respond to GBV. [USAID's Foundational Elements for GBV Programming in Development](#) has adapted the RESPECT Framework²¹ and implementation package,²² which include four strategies to strengthening the enabling environment in advancing GBV programming: (1) building political commitment, (2) investing in local women's rights organizations, (3) supporting implementation of laws and policies, and (4) allocating resources (see Foundational Elements, 3.4 Program Elements: Enabling Environment).

The following are examples of how USAID and IPs can support local organizations in creating an enabling environment for GBV programming.

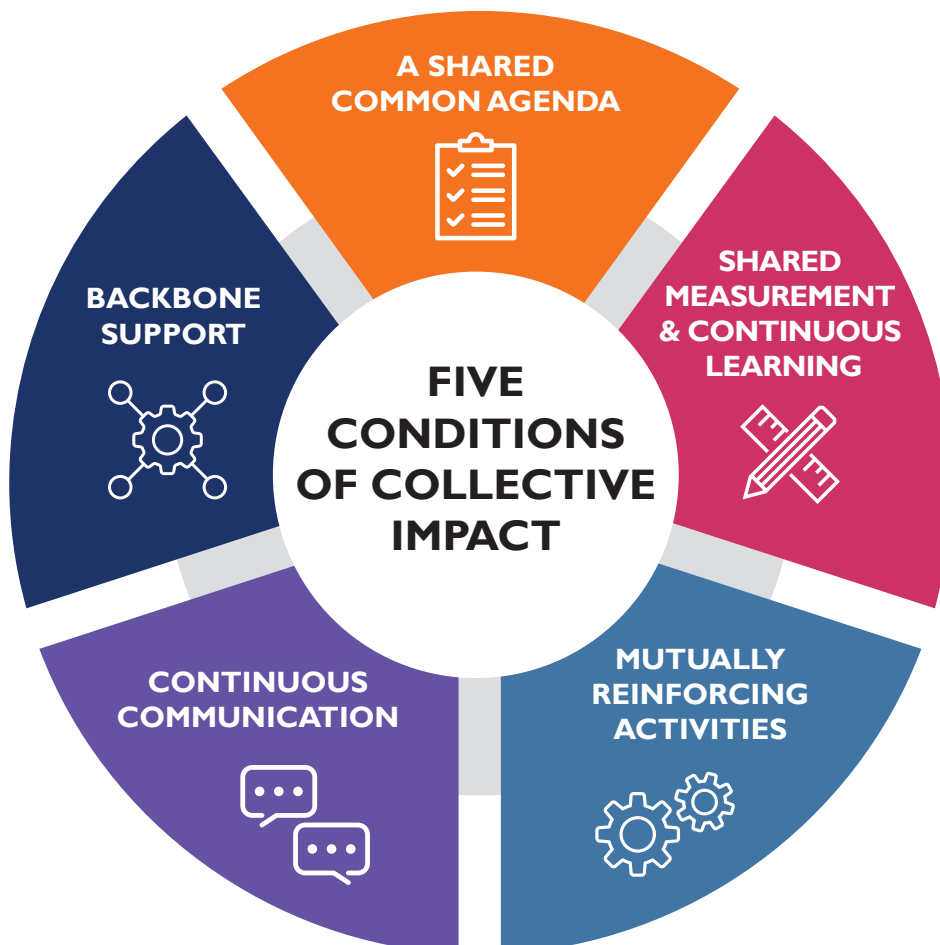
- **Build political commitment** to generate support from political leaders, officials, and traditional or religious authorities at the national, regional, and local levels for measures that prevent and respond to GBV.
 - USAID and IPs can work with locally led organizations to support local community leaders and other local actors in speaking out and acting against GBV.
- **Invest in local women's rights and other human rights organizations** that are well placed to play key roles in GBV programming because of their expertise and experience.
 - USAID and IPs should consider (1) providing core, flexible, and multi-year support to women's rights organizations and feminist movements; (2) engaging other locally led groups working on GBV and human rights, including youth, lesbian, gay, bisexual, transgender, and queer people, and those of other diverse sexual orientations and gender identities (LGBTQI+), and Indigenous-led organizations and networks; (3) supporting these organizations' priorities; and (4) assessing their internal practices where barriers prevent these investments.²³
- **Support implementation of laws and policies** so that that all GBV-related commitments from anyone in charge of an institution are understood, respected, and carried out by that institution.
 - USAID and IPs can work at multiple levels of the socio-ecological model to generate awareness of laws and policies, strengthen institutional capacity of legal authorities to prevent and investigate GBV, and support local organizations in advocating for and informing policy and legislation that are responsive to the lived reality of their communities.
- **Allocate resources toward context-specific approaches** to addressing GBV and meaningful engagement of local actors to build sustained and substantial investment in all areas needed to advance GBV programming, including advocacy, research, prevention programs, and service delivery.
 - USAID can commit a certain percentage of resources and funding to local entities to address GBV. The Agency can look at the root causes of risk aversion to funding local organizations and redesign funding flows where needed.²⁴

Framework for Engaging Locally Led Organizations in GBV Programming

Addressing GBV requires the engagement of people within their context and community, at all levels of the socio-ecological model (i.e., the individual, interpersonal, community, and societal levels). USAID staff and IPs can use the following Collective Impact Model as a framework for engaging locally led organizations. The Collective Impact Model, adapted by the Collective Impact Forum, is a framework for addressing complex issues through multiple connected actors to achieve social change. It is designed as a framework and guide, not a checklist, and should be customized to the local context.²⁵ Adapted for this how-to note, the model has five conditions that can guide USAID staff and IPs toward reaching the following goals for GBV programming: (1) equity in partnership through balance of power relations and (2) high-impact, effective, and sustainable GBV programming.

“Collective impact is a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.”
- John Kania & Mark Kramer²⁶

Figure 1. Five conditions for collective impact in GBV programming



Five conditions of collective impact

USAID and IPs can apply the Collective Impact Model when engaging local organizations in GBV programming by applying the following five conditions:

1. A shared common agenda among USAID, IPs, locally led organizations, and other local actors that work with diverse, marginalized populations (e.g., populations marginalized due to sexual orientation, gender identity, gender expression, and sex characteristics, race, age, disability, and/or religion): Developing a shared agenda requires a participatory approach to understanding GBV in the local context and creating a joint strategy for addressing it through agreed-upon actions. All actors need to work together to generate a shared vision for change in ways that put locally led organizations and other local stakeholders working on GBV prevention, risk mitigation, and response, at the center of defining the agenda and vision.

2. Shared measurement and continuous learning that involve developing monitoring and evaluation processes and plans for GBV programs that are inclusive of local knowledge and context considerations: This condition also offers an opportunity to elevate practice-based knowledge^{c,27} from local GBV practitioners. Additional elements include entrusting monitoring and measurement activities with local organizations and providing opportunities for mutual capacity strengthening (among USAID, IPs, local organizations, and other actors) on monitoring and evaluation activities that are relevant to the local context. Opportunities should be coordinated for ongoing reflection, learning, and sharing.

3. Mutually reinforcing activities to address GBV that are linked to the local context and guided by diverse local actors working on various facets of GBV prevention, risk mitigation, and response: In addition to programming, funders and IPs can support broader efforts to end GBV, including support to social movements, movement building, and collective advocacy.

4. Continuous communication to foster trust and respect and to help form partnerships with local organizations, community leaders, and other local actors: Two-way communication—which involves understanding the language and terminology that is relevant to and resonant with the context—is also important to a contextual approach to addressing GBV.²⁸

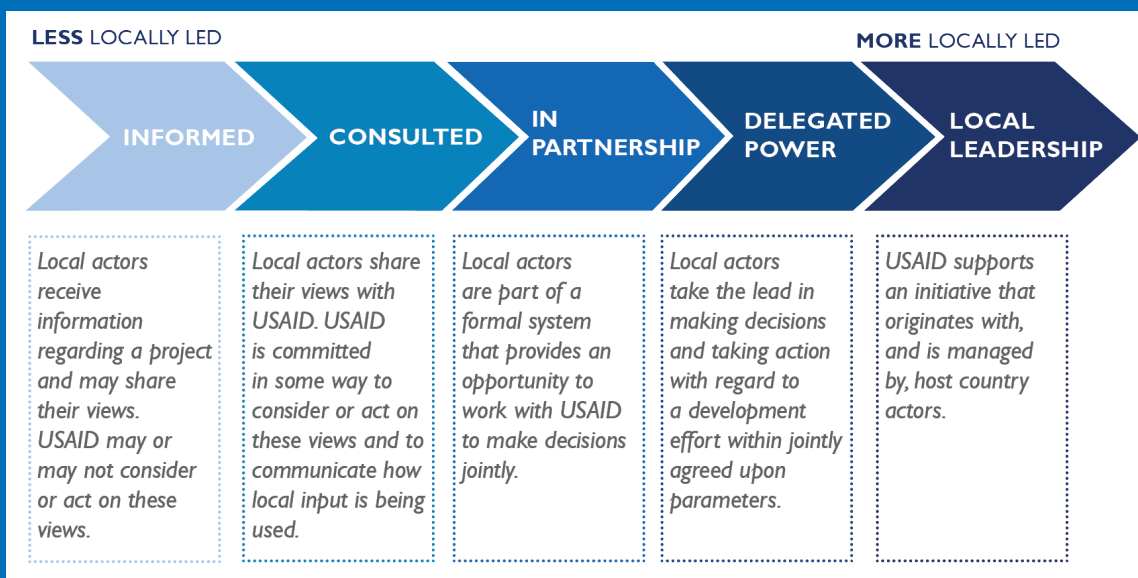
5. Backbone support provided by USAID to advance efforts to engage local actors in a meaningful and ethical manner at all levels of the program cycle: This includes providing funding, offering technical assistance and training, prioritizing self- and collective care for organizations working on GBV,²⁹ and organizing opportunities for mutual learning and capacity strengthening for local organizations to lead, implement, and monitor GBV programming.

Adapted from: [Collective Impact \(ssir.org\)](https://ssir.org)

^c Practice-based knowledge refers to knowledge, insights, and learning local GBV practitioners acquire through observations, conversations, direct experience, and program monitoring. Prioritizing practice-based knowledge from local actors and organizations working on GBV is essential to a locally led approach to addressing GBV. USAID and IPs can facilitate processes that support capturing, synthesizing, and applying these data to GBV programming to improve the quality of services, increase ownership, and enhance sustainability of program outcomes.

Box 4. Spotlighting USAID’s Locally Led Development Spectrum

The Locally Led Development Spectrum and [Checklist](#)³⁰ are tools to help USAID staff think about what locally led development means in practice. The tools are flexible and can be applied to any step, stage, or component of the development process, and at any point of the program cycle. This spectrum and its related tools are pilot tested across various contexts, sectors, and programming USAID works in.³¹ For additional resources developed by USAID’s Local, Faith, and Transformative Partnerships Hub, [visit here](#).



Source: [What is Locally Led Development](#)

Operationalizing the Framework

The following section provides illustrative examples of how USAID staff and IPs can operationalize the framework above as they seek to engage locally led organizations in GBV programming. While the following suggestions are intended to be guiding, actionable, and ambitious, there is no one-size-fits-

all model. Efforts should be contextually driven in ways that are designed to support local actors and organizations to advance GBV programming. At all stages of the program cycle, USAID and IPs can use the [Locally Led Development Spectrum and checklist worksheet](#) to gauge how locally led organizations and other stakeholders are engaged.

Table 2. Practical suggestions for engaging locally led organizations in GBV programming

Phase in program cycle	Illustrative activities to engage local organizations ethically and meaningfully in GBV programming	Reflection questions and additional resources
<p>Country and regional strategic planning</p>	<ul style="list-style-type: none"> Using a participatory process, engage women’s rights organizations, other groups working on GBV and human rights, feminist movements, local governments, civil society organizations, and other community partners to develop a shared vision and strategy to advance gender equality and address GBV. A participatory approach engages those programming affects the most, puts them at the center of decision-making, and supports cultivation of local ownership.^{32,33} This process can include knowledge sharing and collective learning to promote the skills of involved actors and strengthen survivor-centered attitudes and practices. 	<p>Reflection questions:</p> <ul style="list-style-type: none"> Are local organizations and actors able to lead development of a shared agenda to address GBV? How is the process of developing a shared agenda working to shift power to local organizations and actors working on GBV? Are local organizations and actors able to lead the search for approaches to end GBV that are relevant to the local context? <p>Resource:</p> <ul style="list-style-type: none"> CARE-GBV: How-to Note #9: How to Develop a Mission Strategy to Guide GBV Programming CARE-GBV: Foundational Elements for Gender-Based Violence Programming in Development. Section 4.0 Process Elements (see Process Element #3: Strategic Planning and Design)



Table 2. continued

Phase in program cycle	Illustrative activities to engage local organizations ethically and meaningfully in GBV programming	Reflection questions and additional resources
<p>Design</p>	<ul style="list-style-type: none"> • Incorporate a GBV stakeholder mapping and power analysis into a gender analysis (ADS 205).³⁴ • Facilitate opportunities to collectively define success and decide project goals (e.g., through community dialogues with local stakeholders). • Incorporate intentional engagement with local organizations at each stage of the program cycle into work plans and allocate appropriate levels of resourcing for meaningful engagement. • Adopt an inclusive approach by engaging individuals of diverse social identities. Provide any needed translation and interpretation services. • Engage local GBV specialists to ensure that programming is based on evidence and local practice-based knowledge and supports decolonizing development practice. • Consult local partners about their specific self- and collective care needs and co-create strategies rooted in the local context and culture. 	<p>Reflection questions:</p> <ul style="list-style-type: none"> • Are adequate staff, time, and budget allocated for intentional and meaningful engagement with local organizations throughout all stages of the program cycle? • Are there ongoing opportunities planned for program staff—support; wellness; and learning and reflection on gender, power, privilege, and violence? • Has the design stage prioritized realistic work plans? <p>Resource:</p> <ul style="list-style-type: none"> • CARE-GBV: Foundational Elements for GBV Programming in Development. Section 4.0 Process Elements (see Process Element #3: Strategic Planning and Design and Box 4.1 USAID Gender Analysis Domains and Example Questions for a GBV Analysis) • CARE-GBV: How-to-Note #5: How to Embed Self- and Collective Care in Organizations Addressing Gender-Based Violence

Table 2. continued

Phase in program cycle	Illustrative activities to engage local organizations ethically and meaningfully in GBV programming	Reflection questions and additional resources
<p>Implementation</p>	<ul style="list-style-type: none"> • Consider how to amplify roles of local organizations within USAID contractual requirements and determine what changes might be needed to do so. • In partnership with a local GBV specialist, train program staff on survivor-centered and trauma-informed approaches that are relevant to the GBV programming context. • Provide any needed technical support to local partners and offer opportunities for capacity exchanges and strengthening (e.g., on responding to disclosures of violence, safe referrals, and data collection and monitoring on GBV). • Engage local organizations across sectors in building, strengthening, and maintaining GBV referral networks. • Create spaces for learning and knowledge exchange. 	<p>Reflection questions:</p> <ul style="list-style-type: none"> • Do locally led organizations and actors have space to make key decisions by themselves or in partnership with other local stakeholders (or do they have to negotiate decisions with funders and IPs)? • Are local cultures, ways of working, and values respected? If not, what shifts can occur to reflect local cultures, ways of working, and values? <p>Resources:</p> <ul style="list-style-type: none"> • CARE-GBV: How-to Note #3: How to Implement a Survivor-Centered Approach in GBV Programming • CARE-GBV: How-to Note #8: How to Build, Strengthen, and Maintain Gender-Based Violence Referral Networks



Table 2. continued

Phase in program cycle	Illustrative activities to engage local organizations ethically and meaningfully in GBV programming	Reflection questions and additional resources
<p>Monitoring</p>	<ul style="list-style-type: none"> • Develop monitoring frameworks that are accessible to local partners and linked to the local context. Provide materials in all relevant local languages. • Incorporate processes to document and apply practice-based knowledge (e.g., through dialogue with diverse stakeholders) to observe the program’s intended outcomes and any unintended consequences. Use knowledge to adapt programming to local needs. • Follow the guidance on planning, hosting, and conducting safe and ethical site visits to strengthen GBV interventions. Adopt an appreciative approach, solicit feedback from local actors involved, and summarize and share learning and recommendations. 	<p>Reflection questions:</p> <ul style="list-style-type: none"> • How are any requests for support from local organizations and actors being addressed? • How will information gathered benefit participating individuals and communities? <p>Resources:</p> <ul style="list-style-type: none"> • CARE-GBV How-to Note #6: How to Use Site Visits to Strengthen Gender-Based Violence Interventions • USAID Toolkit for Monitoring and Evaluating Gender-Based Violence Interventions Along the Relief to Development Continuum • CARE-GBV: Addendum to the Toolkit for Monitoring and Evaluating Gender-Based Violence Interventions along the Relief to Development Continuum (forthcoming)
<p>Evaluation</p>	<ul style="list-style-type: none"> • Conduct a “right-sizing” activity^{d,35} to determine what types of data are needed and the best ways to obtain those data. • Actively discuss how bias plays a role in evaluation processes. • Prioritize transparency and open communication through regular check-ins during the evaluation process. • Involve participants, staff, and community members in data interpretation. 	<p>Reflection questions:</p> <ul style="list-style-type: none"> • Have you reflected on the amounts and types of data that must be collected to answer the questions that need to be answered? How can we refrain from requiring an IP to collect data sets that are not needed? • Has your team reflected on the ways that monitoring and evaluation processes may be extractive? What steps are taken to mitigate this? <p>Resources:</p> <ul style="list-style-type: none"> • USAID Toolkit for Monitoring and Evaluating Gender-Based Violence Interventions Along the Relief to Development Continuum • CARE-GBV: Addendum to the Toolkit for Monitoring and Evaluating Gender-Based Violence Interventions along the Relief to Development Continuum (forthcoming)

Table 2. continued

Phase in program cycle	Illustrative activities to engage local organizations ethically and meaningfully in GBV programming	Reflection questions and additional resources
<p>Learning</p>	<ul style="list-style-type: none"> • Share findings and report back to communities at a program’s end. Include various options for displaying results (e.g., visual presentations and reports with images and diagrams). • Explain how the knowledge generated will be used. • Be open-minded and willing to accept that local actors may understand the context and GBV differently. • Identify best practices for working with locally led organizations on GBV programming and create opportunities to share successes. • Collaborate with local practitioners, organizations, and funders to apply successful elements of project activities into future work on GBV. • Assess opportunities to work jointly with other funders to support financial sustainability of locally led organizations and collectives implementing successful GBV programming. 	<p>Reflection questions:</p> <ul style="list-style-type: none"> • When deciding to collect data, have you considered how findings can benefit local stakeholders? • Is there ownership of project results by the community and local organizations working against GBV? <p>Resources:</p> <ul style="list-style-type: none"> • USAID: Integrating Local Knowledge in Development Programming • ODI: “How is Your Research going to Benefit Me?” Bringing Findings Back to Communities in Ghana • CARE-GBV How-to Note #6: How to Use Site Visits to Strengthen Gender-Based Violence Interventions • USAID Toolkit for Monitoring and Evaluating Gender-Based Violence Interventions Along the Relief to Development Continuum • CARE-GBV: Addendum to the Toolkit for Monitoring and Evaluating Gender-Based Violence Interventions along the Relief to Development Continuum (forthcoming) • CARE-GBV: Foundational Elements for GBV Programming in Development. Section 4.0 Process Elements (see Process Element #6: Scale up and Sustainability)

^d Right-sizing monitoring and evaluation activities is a process conducted in the planning stages of a program that involves balancing adherence to donor reporting requirements with prioritizing the collection of the right data to answer the right questions with the available resources.



Case Study: Prioritizing Local Partnerships to Address GBV in USAID’s U.S. President’s Emergency Plan for AIDS Relief (PEPFAR) Programming

Gender inequality and GBV are barriers to achieving sustained HIV epidemic control. USAID has integrated violence prevention and response into HIV prevention, testing, treatment, and viral suppression programming by emphasizing locally led and developmentally focused solutions. Ethical implementation of a rights-based, person-centered approach requires engagement of local stakeholders to ensure their needs, priorities, and voices drive integration of HIV and GBV services. Sustainability is also a key priority for USAID’s PEPFAR programming; therefore, USAID prioritizes collaboration with local IPs. To support these aims, USAID has successfully increased the proportion of local partners delivering services: Fiscal Year 2022 program results show that local partners provided 84 percent of post-violence clinical care in USAID’s PEPFAR-supported HIV programs, compared to Fiscal Year 2021, when local partners provided 48 percent of post-violence clinical care.

An example of these efforts is a training to support and sustain the capabilities of local partners to deliver first-line support to survivors of violence. The Gender and Sexual Diversity (GSD) Branch in the Office of HIV/AIDS trains IP staff to provide first-line support to survivors of violence using the World Health Organization’s Listen, Inquire, Validate, Enhance Safety, Support (LIVES) approach.³⁶ Recognizing the importance of sustainability, ongoing training needs, and the capacity of local partners, as well as their in-depth experience in their context, the GSD Branch structured this training as a training-of-trainers. Partners can scale the training to their new staff, conduct refresher training sessions, and adapt the materials for their own context. Ensuring that the training materials and documentation for related topics, such as safeguarding, are available in multiple languages represents another important aspect of equity and localization.

The GSD Branch strives to identify opportunities for further engaging local partners and stakeholders and critical self-reflection, recognizing these must be ongoing efforts to achieve sustained HIV epidemic control.

Resources

- USAID. 2022. *Integrating Local Knowledge in Development Practice*. USAID Office of Learning Evaluation and Research. Washington, D.C.: USAID. <https://usaidlearninglab.org/resources/report-integrating-local-knowledge-development-practice>
 - This report, developed by USAID's Agency Knowledge Management and Organizational Learning, shares information on how funders and implementing organizations can leverage local knowledge to inform programming. Findings from this report are from conversations with multilateral and bilateral funders and local organizations to understand how organizations define, use, and incorporate local knowledge into their programmatic and operational activities.
- Ahmad, Tariq Sayed and Andrew Wainer. 2017. *Local Engagement Assessment Framework*. Fairfield, CT/Boston, MA: Save the Children/Oxfam. <https://resourcecentre.savethechildren.net/pdf/stc-book-lo-res-pdf.pdf>.
 - Oxfam America and Save the Children developed the *Local Engagement Assessment Framework* for USAID to use as a spectrum where staff can assess how well USAID's work is amplifying locally led organizations in various contexts and programming.
- UN Women and UNPRPD. 2022. *Intersectionality Resource Guide and Toolkit*. New York, NY: United Nations. <https://www.unwomen.org/sites/default/files/2022-01/Intersectionality-resource-guide-and-toolkit-en.pdf>.
 - The Resource Guide and Toolkit has been developed to help organizations and practitioners to address intersectionality in programs. Individuals and teams can use this toolkit to assess their own knowledge, attitudes, and practice at the program level to better understand and address the different and intersecting effects of policy on marginalized persons.
- USAID. n.d. *Locally Led Development Spectrum Facilitation Guide, Pilot Version*. Washington, D.C.: USAID. https://usaidlearninglab.org/sites/default/files/resource/files/locally_led_development_checklist_-_facilitation_guide_-_8.4.21.pdf.
 - This is a tool that can be used to guide staff and IPs to adopt locally led approaches and further monitor, pause, and reflect with partners on whether they are doing well at each stage of engagement. The guide has several checklists that provide opportunities for reflective learning.

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The goal of the Collective Action to Reduce Gender-Based Violence (CARE-GBV) activity is to strengthen USAID's collective prevention and response, or "collective action" in gender-based violence (GBV) development programming across USAID. For more information about CARE-GBV, click [here](#).

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