WE GO!

TERRITORIAL PROTOCOL ANALYSIS

IRS - Istituto per la Ricerca Sociale

March 2021

TABLE OF CONTENTS

1 Introduction

The economic empowerment of survivors of intimate partner violence (IPV) is a crucial step of the process that helps women to strengthen their capacities, autonomy and agency, and live a life free from violence. It is effective when women fully enjoy their political, economic and social rights, make their own decisions, control and benefit from resources, income and their own time.

Clearly the economic empowerment of IPV survivors is a complex issue and a challenging task that calls for attention and effort from a wide range of stakeholders. Addressing such complexity requires the establishment of a multisectoral and multi-agency mechanism that involves distinct actors to ensure the effectiveness and consistency of measures addressing the economic empowerment of IPV survivors. Yet, comprehensive interventions in this field are still limited and often lacking coordination and fully formalised agreements and procedures. As a result, different priorities, principles and standards are employed, resulting in the duplication and/or incongruity of actions that may lead to failing to accomplish the final goal of the interventions put in place, i.e. the economic empowerment of IPV survivors and their related rights and interests.

Against this background, the EU-funded WEGO!2 – Building Economic Independence: The Way Out of Intimate Partner Violence project designed a step-by-step guide to developing a territorial protocol to set up and run a formalised local mechanism to foster and manage economic empowerment plans of IPV survivors in a coordinated and consistent fashion (see Chapter 2), support the development of partners' network (Chapter 3) and implement new or develop already established territorial protocols on the ground (Chapter 4).

2 Territorial model protocol

Practically, the model that has been developed for the territorial protocol is a tool to assist all relevant actors involved in the IPV economic empowerment schemes. These are to develop, or improve and formalise, professional relationships, understandings and practices to serve their final purpose. This means to jointly contribute to women's ability to live a life free from violence by gaining skills, agency and control over opportunities for decent work.

How a territorial protocol should be structured

Through the exchange of our experience as partners we define five main areas covered by the territorial protocol:

1) Aims

The aim of the territorial protocol is to set a cooperative framework to facilitate effective coordination among all actors involved in the economic empowerment of survivors of IPV, to boost their employability and therefore their autonomy and self-determination so they can live a life free from violence. Specific objectives may also be included in the protocol according to the needs and specificities of the local context.

2) Principles and Approaches

The protocol should be based on the principles and approaches that should be clearly stated in the territorial protocol and applied by all signatories at all stages of their cooperation and during the implementation of the economic empowerment plan of IPV survivors.

3) Glossary: Signatories and their Roles

Since the territorial protocol is intended for professionals with different backgrounds, who may not be familiar with the specialised language concerning GBV-related issues, it is important to develop a

shared understanding of the terms employed in response to GBV and, more specifically, for the implementation of the economic empowerment plan for IPV survivors. In addition, actors who are fully engaged in the prevention and protection field may use the same terms but implying different meanings. Adopting the same terminology and definitions is thus the first step to sharing a common understanding of GBV, economic empowerment of IPV survivors, and related measures and tools to employ to meet the protocol's objectives.

4) Individual Economic Empowerment Plan

The territorial protocol will be signed by all relevant actors involved in the design and implementation of an economic empowerment plan for IPV survivors. This might include anti-violence centres (AVCs), local authorities, governmental and non-governmental organisations, and associations. The territorial protocol will include a detailed description of the roles, tasks and responsibilities of each actor so that all signatories are accountable for their commitment. One of the signatories will act as the coordinating agency to facilitate exchanges, operational consistency and data gathering. To ensure a successful development, implementation and coordination of the territorial protocol, all signatories should meet regularly whenever it is deemed necessary. A clear governance scheme will be designed and detailed in the territorial protocol taking into account the local mechanism in place for the assistance and protection of IPV survivors, to avoid any risk of duplication of bodies and/or procedures. Rules for new signatories to join the protocol should be included as well as information about its duration and renewal. Furthermore, a dedicated budget for logistics and coordination are elements that are crucial for success and should be ensured and detailed in the protocol. In this framework, it is important to underline that shelters and AVCs play a key role in providing support and assistance to IPV survivors and are crucial in the design and implementation of the women's economic empowerment plans. Therefore, it is important for these to be sustainable in terms of economic and human resources. The funding institutions will therefore duly and on a timely basis allocate adequate funds to AVCs and shelters for their sound functioning and management of economic empowerment schemes for IPV survivors.

5) Monitoring, Evaluation and Learning

The territorial protocol should include a process for ongoing monitoring, evaluation and learning. A related tool to assess its implementation and the achievement of the expected outputs and outcomes will be designed by the coordinating agency and regularly employed. When developing the monitoring tool, it is important to bear in mind the results that the protocol aims to achieve, in terms of process (e.g. smooth protocol coordination), outputs (eg. number of meetings, number of joint communications, number of women who receive joint support for their socio-economic empowerment) and in terms of outcomes (e.g. improvement of inter-agency collaboration and increased positive outcomes for assisted women). Our territorial protocol can be customised with the specific information and details of the local networks of actors engaged in the economic empowerment of women survivors of IPV, whose rights and needs must always be at the core of the protocol and at the centre of the related interventions.

2.1 Territorial protocol model: how to implement and manage through the standard operating procedure

We have identified two actions to initiate the process of building a territorial protocol:

1) Network Analysis

The networking analysis tool (NAT) enables users to recognise, expand and improve their network of allies that can support survivors of IPV to achieve their socio-economic empowerment. The NAT consists of the following steps:

STEP 1	Identification of needs and objectives of the network
STEP 2	Identification of main issues/topics of interest and related areas of intervention
STEP 3	Identification of stakeholders relevant for the network's objectives
STEP 4	Positioning stakeholders according to the intensity, perception and effectiveness of the stakeholders' contacts/relationships with IPV survivors to be supported in their economic empowerment (NAT graph)
STEP 5	Identification of the procedures, timeline and priority for the involvement of the identified stakeholders

2) Individual Economic Empowerment Plan (IEEP) / Engagement Plan
Having identified the stakeholders to involve in the territorial protocol through the network analysis, participants develop the engagement plan: fundamental to this is to list the names of stakeholders, the corresponding area of intervention, the objective(s) of the involvement, the planned actions in which they will be engaged and, finally, the timeline and level of priority. After that, to be successful any IEEP needs to be soundly managed through coordinated action. For this reason, the territorial protocol will provide a set of standard operating procedures (SOPs) to clearly identify and assign roles and actions to be accomplished by the signatories in every single step of the IEEP.

The SOPs will address the following six steps necessary to achieve the IEEP:

SOP 1	Coordination meetings
SOP 2	Skills assessment
SOP 3	Job matching
SOP 4	Work–life balance and housing
SOP 5	IEEP in writing and action
SOP 6	IEEP monitoring and assessment

The SOPs are a pivotal working tool that provides step-by-step guidance to actors involved at any stage of the economic empowerment plan for IPV survivors. Each SOP will consist of a set of measures that explain in detail
WHAT they are;
WHEN they should be put in place;
WHO should be responsible for them;
HOW they should be carried out.

The SOPs will fully comply with the principles and approaches the signatories agreed upon and will be in line with the relevant legislation and policies.

For further details: TERRITORIAL PROTOCOL MODEL
https://www.wegoproject.eu/sites/default/files/media/WEGO2_Territorial_Protocol_Model.pdf

3 Mapping actions of the partner network

3.1 Introduction

During the project's implementation, particular attention was devoted to the creation of a network involving the **project stakeholder.** This action has been finalised to better carry out the project's actions (especially to organise meetings and to identify subjects with which to set territorial protocols), to ensure transferability of project results and to mainstream the most relevant project outputs. Each partner has contributed to the project network by keeping a strong link with their own national associate/supporting partners, as well as creating relationships with new stakeholders. To keep track of the activities implemented, a Network Activity Plan was drafted jointly by the partners together with timing   of   data   collection.
The monitoring of the network implementation passed through the following steps:
 _ The partners were provided with two tools to properly carry out the action of mapping their stakeholders, the **guidelines** (presented below) and an **Excel file** to report the stakeholders' features;
_ **Three points of evaluation** were individuated across the project duration – **October 2019 (T1), March 2020 (T2)** and **October 2020 (T3)**. At each point, IRS collected the Excel files filled in by the partners.
_ After each point of evaluation, IRS prepared a short report containing feedback, recommendations and suggestions for the network expansion and balancing. The final reports illustrated the overall evolution of each partner's network, from T1 to T3.

The section below presents the guidelines and the expected objective of the mapping action. It then describes the main results of the implementation of the action, as reported in the partners' mapping files.

3.2 Guidelines, objectives of the mapping action and mapping timeline

The mapping activity carried on directly by the partners has been fundamental for the implementation of all the subsequent project actions. In particular, the stakeholder mapping is crucial to realise every initiative of public interest because it allows the identification of the project stakeholders, their expectations and interests. Their involvement ensures not only a higher knowledge of the **context**, but it also facilitates the achievement of the objectives. It applies to both the **existing relationships** among stakeholders in a specific context and **potential new relationships** to be explored between different actors.
The following guidelines addressed all project partners to support them during the process of stakeholder identification and mapping. To this end, the guidelines are structured step by step to develop harmonised and homogenous networking actions. Moreover, it guides partners in the filling in of the stakeholder Excel file which will serve as **evaluation tool** to verify changes in the network over time and, consequently, to change/improve networking activities and strategies. The correct mapping activity has allowed IRS to carry out a network analysis in different periods of the project. To this end, guidelines have been complemented with an Excel file to be filled in continuously during the project, especially when different and new stakeholders are involved in the project (for example, as a result of the project dissemination initiatives). The Excel files thus represent a dynamic tool for the monitoring of network evolution and it have been developed during the project's life span. As described in the introduction, to allow the analysis of the networks in place and their development, partners sent the Excel maps to IRS at three different points within the project: **October 2019, March 2020 and October 2020**. After each of the three mapping deadlines, IRS provided each partner with an analysis of its network and recommendations. The recommendations made by IRS have been implemented by the

partners across the project's duration, resulting in significant improvements of the overall project network.

3.3 Methodology for creating the stakeholder mapping

The partners were provided with detailed guidelines regarding the steps to be followed to analyse and increase their network. The strategy mainly consisted of four crucial points:

- **Definition of needs and objectives**: identification of main issues/topics of interest and on this basis, the most relevant categories of stakeholders to be involved;

- **Recognition of / search for the specific stakeholders** to be included in the mapping and identification of their main characteristics;

- **Definition of stakeholder-specific relevance/role** for the network and initiatives to be carried out during the project;

- **Definition of the ways of contact and involvement, and timeline** (priority of involvement).

3.3.1 Definition of needs and objectives: identification of main issues / topics of interest and the most relevant categories of stakeholders to be involved

Stakeholders to be involved in the project network should contribute to:

- strengthening AVCs and shelter services in economic and financial support of women victims of IPV;
- building more opportunities in the labour market for women and taking specific actions for including women victims of violence in the workspace, also through the creation of territorial protocols among territorial services;
- studying/deepening the linkages between women's economic conditions and impact/ exposure to violence, and disseminating project findings on this aspect towards a shared definition of economic empowerment.

From an operations point of view, the mapping action carried out by partners has been based on the following steps:

1. Identification of some **specific needs and issues / topics of interest** for the project objectives and activities, according to which the categories of stakeholders (as potential actors or project beneficiaries/recipients) to be involved have been identified, such as:

   ❖ **Promoting/implementing women's labour market inclusion and training**
   - How do we offer job opportunities to women victims of violence in the form of employed work or self-employment? How do we raise awareness on this problem? Which subjects do we involve?
   - How do we create training opportunities for women victims of violence? Which subjects do we involve? Which methodologies do we adopt?
   - How do we find businesses/companies to involve in the project? How do we raise their awareness so that they decide to include the domestic/IPV violence issue when they define their own personnel management and corporate social responsibility policies?
   - How and with which public and private subjects could AVCs operate in synergy and set up network protocol for the inclusion of women victims of violence in the labour market? Who can facilitate this action?

   ❖ **Promoting/implementing housing support**
   - How do we offer accommodation to women victims of violence so they can achieve their full independence? Which subjects do we involve?

❖ **Dissemination and sustainability of the project results**
  - How do we better diffuse the results of the project? How do we continue to feed/contribute to the debate on this subject?
  - Which subjects do we involve in terms of mainstreaming, so the results are also horizontally adopted by other organisations working on these same issues, or vertically by the institutions?
  - How do we make project actions sustainable over time, so they can deliver effects even after the finish of the project? Which actors do we involve?

2.   The drafting of a comprehensive list of **potentially relevant stakeholders** to be involved.

Consistently with the topics mentioned above, the guidelines provided a set of **crucial categories of stakeholders** and within them, specific types of actors that could have been taken into account in the process of identifying potential subjects. The potential stakeholders have been grouped in five categories of actors, according to the following classification:

❖ **Institutional actors:** This category includes the following types of actors:
  - politicians (for example, members of the European/national parliaments, or members of the national, regional or local governments that provide political orientations and take the political decisions also influencing the implementation of the interventions on the territories);
  - administrative staff (people that practically develop the interventions on the territories following the specific political orientations);
  - public offices/services.

❖ **Experts:** This category includes the following types of actors:
  - universities
  - public research institutes
  - private research institute
  - single experts/academics/professionals

❖ **NGOs and third-sector actors:** This category includes the following type of actors:
  - voluntary organisations
  - social cooperation organisations
  - associations
  - charities
  - Foundations

❖ **Social partners:** A term generally used in Europe to refer to representatives of management and labour. This category includes the following type of actors:
  - employers' organisations
  - trade unions
  - chambers of commerce

❖ **Enterprises:** This category includes both for-profit businesses or companies and not-for-profit. Each of the above categories can include actors:
  - who have a specific focus on gender-related issues
  - who have a specific focus on gender-based violence
  - who are working or not directly working with IPV survivors

Given the project's objectives, during the action of mapping the partner should take into account the specific field of action of each stakeholder, prioritising those working with IPV survivors (e.g. in the case of an AVC or any other service directly working with IPV survivors).

While pursuing the stakeholder mapping action, the partners had addressed the recommendation of trying to represent every category of actor among their stakeholders' network.

3.3.2 Recognition of / search for the specific stakeholders to be included in the mapping and identification of their main characteristics

After identifying the stakeholder categories, the second step has been the specific identification of the stakeholders to be included in the mapping.

Operationally, the partners started from subjects already known and with whom there were pre-existing relationships, and who have already been worked with or, as with the associate partners, that were already committed to supporting the project's actions. These subjects have been part of participative informal meetings and/or workshops and focus groups or individual interviews, to get other references of actors potentially interested in being involved in the project and entering the network. This phase has been very close to the brainstorming method and leaves the partners free to combine the flexibility of interviews with interactions among participants.

After this exploratory action carried on through the actors already connected with the partners, the identification of stakeholders has been implemented within the categories mentioned above, through a systematic process based upon the search for potentially relevant studies, press articles, documents and materials, and any source of information (including institutional websites) on the key topics mentioned above.

This second phase (search) allowed a more in-depth knowledge to be gained of the national and territorial context of reference. This especially regards the existing employment and training services addressed to women and, more generally, of the stakeholders interested in or working on women's economic empowerment issues, with particular reference to victims of domestic violence or IPV.

The next step has been the analysis of the main characteristics of stakeholders identified in the mapping, to have an overall and exhaustive overview of all possible interests at stake, potential interactions among the actors, and strengths and weaknesses to be taken into account for the creation of the project network, as well as for the involvement of the single stakeholder in specific activities.

In particular, the mappers have identified within their network:

- **Type of actors** (e.g. members of the European/national Parliaments, public offices/services, universities, AVC, trade unions);
- **Form** (public or private);
- **Territorial dimension** (European, national, regional, local);
- **Size of the organisation** (small enterprises and associations, large enterprises and associations, groupings of enterprises or umbrella organisations and associations);
- **Area of intervention** (e.g. supporting victims of violence; supporting labour market inclusion; providing training; supporting housing inclusion; promoting women's rights and gender equality; promoting worker's rights; promoting employers' rights; research, business activity and specific sector, other ...);
- **Possible pre-existing ties** with the mapper specifying the intensity (no ties, sporadic ties, regular ties, frequent ties), but also the nature of ties (part of a same anti-violence network or other kinds of networks, previous partner in a project, members of the same association, other);
- **Possible pre-existing ties** with other stakeholders included in the mapping specifying the intensity (no ties, sporadic ties, regular ties, frequent ties), but also the nature of ties (part of a same anti-violence network or other kinds of networks, previous partner in a project, members of the same association, other ...). These sets of information could be particularly difficult to obtain at the starting point of the mapping exercise but could be included at a later stage if and when available.

Classifying the stakeholders made it easier to map them and to decide their level and kind of involvement in the project. In this way, stakeholders have been selected from time to time according to project needs and depending on their characteristics. Within this second phase, the partners compiled the Excel file with stakeholders' references and the features of the identified stakeholder.

3.3.3 Definition of stakeholder relevance and role for the network, and initiatives to be carried out during the project

The stakeholders and actors involved in project actions have been covering different roles and producing different contributions to the project's development. Some of them might have been able to produce a bigger impact, while others might have put a greater effort into the project due to specific interests or involvement. To guarantee a high level of participation of the stakeholders included within the network, the partner should have taken into account the differences in terms of power and interests of the actors. Therefore, the action of carrying out the stakeholder mapping required the understanding of:

❖ **What level of power/influence/impact** the stakeholders could have on the project. The capacity to influence/impact might be determined by the formal authority of a stakeholder to take decisions on the project issues at institutional level. Secondly, the ability to influence might depend on:

- knowledge and specific skills as well as pre-existing expertise in similar projects/actions and strategic positioning on these themes of the stakeholder;
- the dimension and representativeness of the actors;
- the ability to influence others (lobbying capacity);
- the actor's resources that can be made potentially available for the project (people, tools but also financing resources).

❖ **What level, kind of needs, expectations and interest** the stakeholders could show towards the project actions and objectives. For some of the stakeholders, the answer to this issue has been simple, while for others a direct discussion has been requested (through informal meetings). This aspect had been assessed by the partners giving attention to:

- the specific mission of the stakeholders (e.g. women's rights with specific attention to domestic violence and IPV) or other specific interests to understand with them during the informal meetings;
- the resources that the actors effectively make available for the project.

Realising what was important for the stakeholders and the project's implications for them has also been crucial to define a strategy aimed at working with them on specific project fields, to further strengthen their interest on the one hand, and on the other hand to achieve better project results.

All the elements to assess the level of power and influence, and the level, kind of needs, expectations and interest could also be deduced by the partners from some of the characteristics already identified in the first phase of stakeholder classification.

For each of the considered dimensions, in the mapping exercise it has been important to attribute a synthetic evaluation according to two levels of intensity: low and high.

In addition, each partner expressed a level of priority for the involvement of each of the mapped stakeholders, stressing the following:

a) the **necessary stakeholders for advocacy reasons**, who have high interest and high influence, and therefore high capacity to intervene/act;
b) the **desirable stakeholder for advocacy reasons**, who has to be positively involved due to their high influence, despite their low interests or expectations in the project actions (e.g. pressure groups being able to influence public opinion with respect to certain issues);
c) the **potential beneficiaries or recipients of** the project.

In this third phase, the partners had to populate some specific fields of the matrix:

- the stakeholder relevance level (low and high) and the brief description regarding the two dimensions indicated above: 1. power, influence and impact; 2. needs, interest and expectations;

- the identification of the subjects as necessary or desirable to beneficiaries/recipients.

Answering these questions has therefore been important before selecting the specific stakeholders to be involved, and defining their roles in the project. This analysis helped to understand who necessarily had to be included in the network as well as their priority and degree of involvement.

Finally, an additional section in the Excel matrix provided the specification for the attribution and description of the stakeholder-specific role in the project.

3.3.4 *Definition of the ways of contact and involvement of the stakeholders and timeline (priority of involvement)*

The fourth phase concluded the mapping process and has focused on the ways of stakeholder involvement to get their support. Using a **proper communication strategy** for each stakeholder has been a crucial issue within project development, and it was made in terms of received support.

A proper outreach strategy implied that the mapping exercise might have considered the possible resistance made by the stakeholders (for example, when they already work on these issues) and it structured an adequate response, such as specific content to focus on before getting in touch with them.

After this evaluation, another parameter to consider was the best way to contact the stakeholders, exploring the appropriate tools for the first contact (email, formal or informal; phone call or other ways – website, social network account). Guidelines on this issue have been included in the Communication Plan of the project. In addition, the provision of a systematic strategy of communication with the mapped stakeholders has to be set to keep them updated on, and interested in the project. Operationally, continuous updating required making stakeholders aware and informed on news of the project, the calendar of events and the main results of the ongoing actions, including the sharing of good practices among network members or the adoption of specific policies as a result of the project.

During the contacts and communications phase, it has been important for partners to show the stakeholders that their expectations were taken into account and their role was considered valuable for the success of the project.

3.4 Mapping action and analysis of WEGO2! partners' network: main results

This section presents the overall evolution and the main results of the stakeholders' mapping action of the partners. The individual reports of each partner at T1, T2 and T3 were shared with each partner. The features of the network are described according to the following dimensions:

- Overall number of actors included in the network and percentage of stakeholders by category;
- Territorial/governmental dimensions and size of stakeholders;
- Strength of the ties among stakeholders, and between stakeholders and the mapper;
- Presence of specific stakeholders;
- Relevance to the project actions;
- Potential role of the stakeholder within the project.

The monitoring action aimed to provide the partners with recommendations and feedback on their process of network expansion, and to analyse the features of the overall network of the WEGO2! project. The monitoring and evaluation process consisted of two steps:

- The data collection, operated directly by the partners following the guidelines presented above;
- The analysis of data and the production of feedback and recommendations, carried out by IRS. The information provided in this phase has been used by the partners in the following sessions of data collection and network exploration.

The data has been collected individually by each partner, and IRS gathered them to produce a general analysis of the whole WEGO2! Network. It moves from the assumption that **the project itself represents for the partners an occasion to create and strengthen ties between them**, becoming respectively stakeholders for each other.

3.4.1 Evolution of the partners' network at T1, T2, T3: number of stakeholders and stakeholder categories

In previous section the importance of having a clear set of relationships with different typologies of actors was described. It is beneficial for the partners for the project actions and objectives, but also for their daily job and their private aims. The links, or ties, with other stakeholders may be fundamental to **externalise specific tasks**, to **receive support for the implementation of activities** and to get access to processes of **scale economies**. For the specific framework of the WEGO2! project, the three pillars for the implementation of the activities required a cohesive and intense cooperation among different actors. The stakeholders' mapping action mainly concerned the second pillar, that is Network Building, but it has also represented a transversal action fundamental to the proper activation of the first pillar (Capacity Building) and the third pillar (Awareness-raising and Advocacy). Moreover, to generate a positive impact on the three main targets of the project (the women, the AVCs and the enterprises), the involvement of actors operating in different fields with different roles has been crucial. The process of network expansions has followed the **specific needs of the partners**, given the initial conditions of each network, and at the same time it has taken into account the **project priorities and expected outcomes**.

The overall number of stakeholders included in the WEGO2! Network at T3 (the final observation at October 2020) consisted of 340 actors. Given the initial number of 169 actors, the network presented a **100 % growth rate from T1 (October 2019) to T3**. Looking at the disaggregated distribution of actors by categories (Table 1 below) at T3, it is important to highlight that the **category of enterprises** has been the one to grow according to the highest rate. The initial number of involved enterprises in the whole WEGO2! Network was rather low (26 actors), while the evolution of the project and the proper implementation of the activities required an increasing involvement of companies. The growth rate of the other categories mirrors the needs of the partners' network: if the typology of actors was already adequately represented, the growth rate of the category is slightly lower. It is, for example, the case of NGOs and the third sector that were initially 74 actors out of 169. The category of experts has been the hardest to involve within the partners' network. Thus, the role of experts could be considered less crucial for the development of the project's activities, especially with the respect to the other categories listed.

Categories	Final number of stakeholders	Percentage of growth (T1-T3)
Enterprises	98	276.9 %
Institutional actors	80	70.2 %
NGOs and third sector	119	60.8 %
Social partners	21	75.0 %
Experts	22	54.5 %

IRS elaboration on project data

The general evolution of the project network across T1, T2 and T3 is described by Figure 1 below. As can be seen, the () orange line represents the distribution of stakeholders among the categories at T1. The initial network included a high share of NGOs and third sector (43.8 % of the total number of stakeholders) and a good representation of institutional actors (27.8 %). The categories of enterprises covered 15.4 % of the network. At T2, the () brown line in the figure, the partners achieved an important

rebalance of the distribution of stakeholders: the NGOs and third-sector actors, the institutional actors and the enterprises increased in their numbers and, at the same time, they respectively went to cover 37 %, the 27 % and 24 % of the network. Finally, considering T3, the pink line, the process of adjusting the balance among categories has been finalised, with a proportional reduction on the total number of NGOs and third-sector actors (35 %) and institutional actors (23 %), and a significant proportional increase in the share of enterprises (28 %). The resulting network from the final phase of expansion is well balanced and shows a positive representation of all the relevant stakeholders.

*Figure 1 - Partners' network, by stakeholders' categories*

IRS elaboration on project data

Expanding the analysis on the networks' evolution across the three selected stage, it is possible to verify how all the partners followed a trend in pursuing balance among the representation of different categories within the network. Obviously, the different situations of the partners are not comparable due to the specific environment, the territorial peculiarities, the context of origins and other factors, both exogenous and endogenous, that differentiate the framework in which the partners operate. The analysis presented in this report had considered the evolution of each network and not the comparison with the other realities. An ideal situation describing the perfect network to be built does not exist, but it is possible to individuate a more adequate network development that could match the specificity of each partner.

Figures 2, 3 and 4 below show the shares of each category of the total partners' specific networks. As can be seen at T1 the majority of the networks (with the exception of SURT and Rel.Azioni Positive) showed a clear predominance of NGOs and third-sector actors, with a lower representation of the other categories. During the evolution of the project, the presence of different categories of actors within the networks became more balanced, considering all the partners.

Figure 2 - Stakeholders' categories by partner - T1
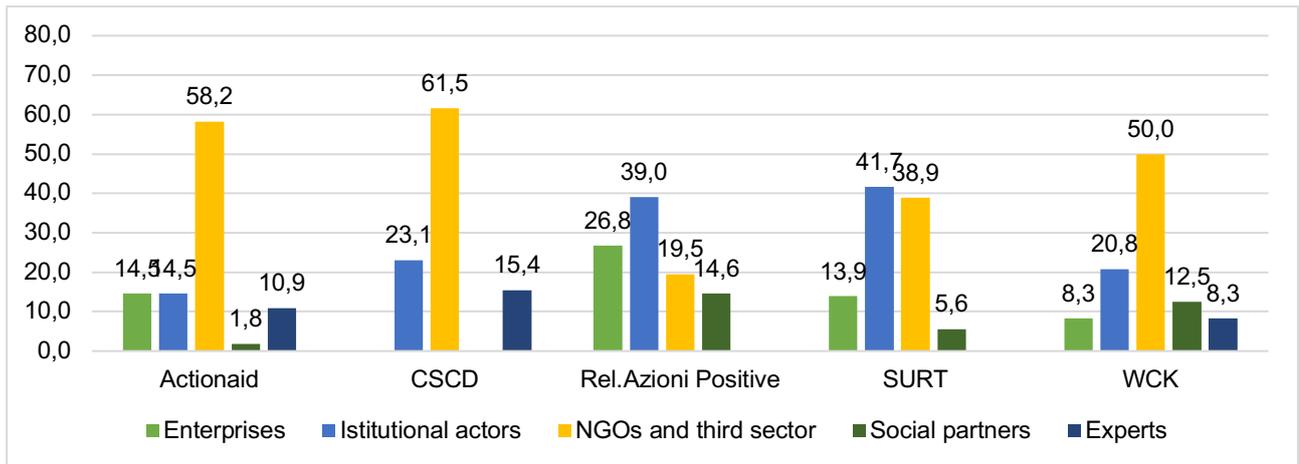
IRS elaboration on project data

The main critical issues detected at T1 were the lack of experts and social partners, and the scarcity in the representation of enterprises within the networks. The latter has been positively addressed by the partners from T1 to T2, while the former has remained a small weakness in the composition of the networks until T3.

Figure 3 -Stakeholders' categories by partner - T2
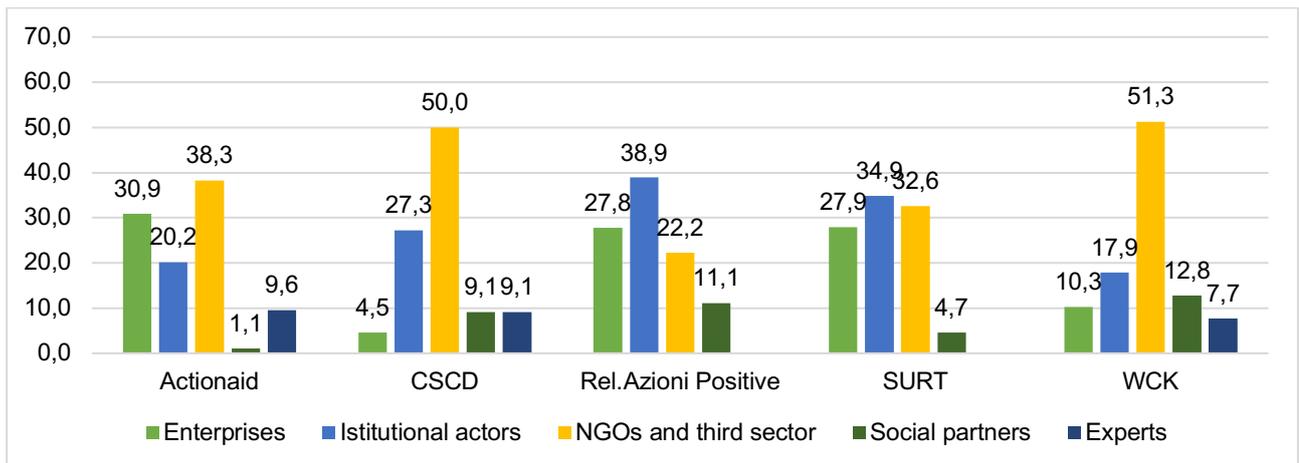
IRS elaboration on project data

The most relevant improvement that occurred from T1 to T3 has been the significant increase in the shares of enterprises in all the analysed networks. ActionAid increased the percentage of the enterprises from 14.5 % to 29.8 %, CSCD from 0% to 33.3 %, Rel.Azioni Positive from 26.8 % to 32.4 %, SURT from 13.9 % to 36.7 % and Women's Centre of Karditsa (WCK) from 8.3% to 14.3 %.

Figure 4 - Stakeholders' categories by partner - T3
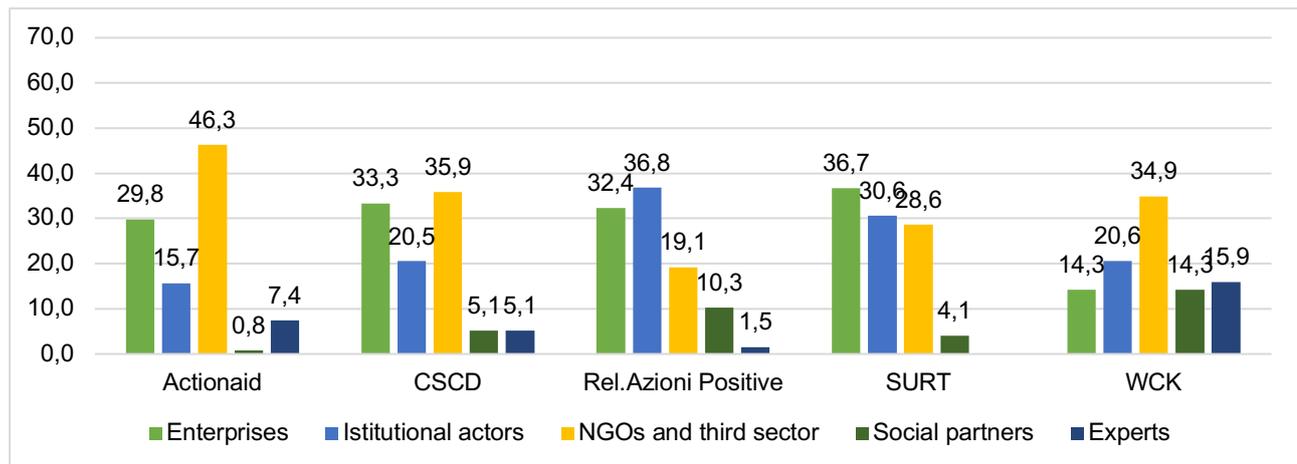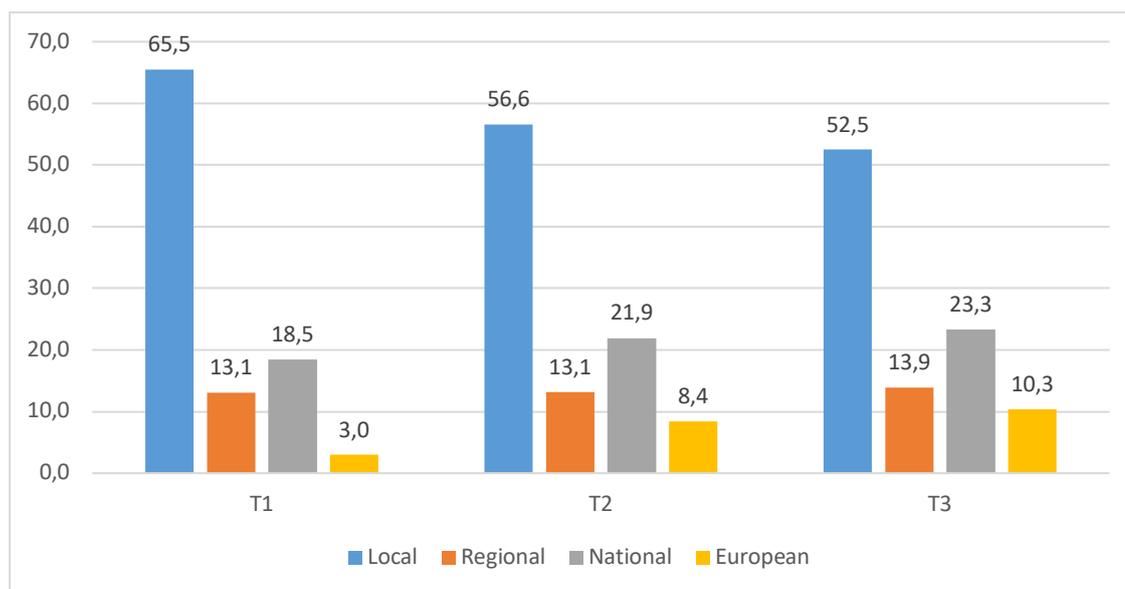

IRS elaboration on project data

3.4.2 Network coverage: territorial/governmental dimensions and size of stakeholders

An additional analysis of features of stakeholders included in the networks concerns their territorial/governmental dimensions and their size. As described in the guidelines of the mapping action, the coverage of a specific territorial and governmental level by the networks of the partners could ensure the effectiveness of the dissemination actions and the knowledge spill-over, generating a positive impact on the whole ecosystem. It also concerns the design and the activation of the territorial protocol models. Moreover, the presence of actors of different sizes allows the network to collect knowledge and experiences coming from multiple backgrounds and environments. It might improve the whole expertise of the network to develop tools and solutions applicable to different settings.

Figures 5 and 6 below show the shares of stakeholders by territorial/governmental dimensions and sizes at T1, T2 and T3.

In the case of the WEGO2! Network, the starting point at T1 already represented a positive situation. Despite the differences among the shares of actors by territorial/governmental level and size, every modality of the variables was represented. The predominance in the presence of small actors (50.6 %) and actors active on the local level (65.5 %) depends on the features of the WEGO2! partners and the nature of their previous activities. The main recommendations provided to the partners in this phase regarded an increasing involvement of national and European actors and large-sized stakeholders, who were poorly represented in parts of the network.

Figure 5 - Territorial/governamental dimensions of stakeholders

IRS elaboration on project data

As can be seen from the figures, the partners positively addressed the recommendation from T1 to T2, and they continued to improve the involvement of weakly represented stakeholders through the whole project duration until T3. It is well described by the decrease of the shares of local and small actors on the total, due to a rebalancing action through the inclusion of more national and European stakeholders, and large-sized organisation. The final overall network of the WEGO2! project consists of 52.5 % local actors (65.5 % at T1), 13.9 % regional actors (13.1 % at T1), 23.3 % national actors (18.5 % at T1) and 10.3 % European actors (3 % at T1). The latter has been the biggest improvement of the network, and it is clearly linked with the development of the project activities themselves. With regards to stakeholders' size, the final network includes 44.5 % small-size actors (50.6 % at T1), 30.7 % medium actors (30.4 % at T1), 19.5 % large-size actors (14.3 % at T1) and 5.3% umbrella organisations (4.8 % at T1).

Figure 6 - Size of stakeholders
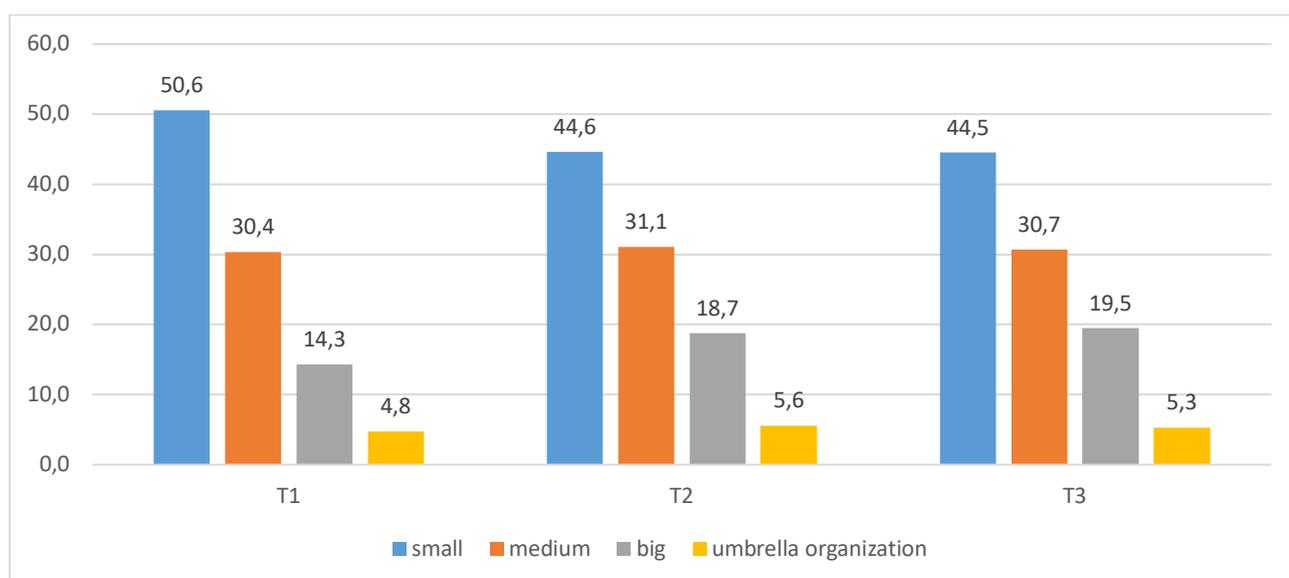
IRS elaboration on project data

3.4.3 Strength of the network with the mapper and with other stakeholders

To define the internal cohesion of the networks, an **index of strength** has been designed. It describes on a 0–1 scale the extent of strong, internal connections among the stakeholders and between the mapper and the stakeholders. The index is designed according to the partners' information about the pre-existing ties between stakeholders, which have been classified in the Excel file as frequent ties, regular ties, sporadic ties and no ties.

The index, considering the number of frequent and regular ties on the total potential ties, describes how they are present within the network, according to the following formula:

$$\frac{N\ frequent\ ties + N\ regular\ ties}{Total\ expected\ ties^{[1]}}$$

An index value of '0' indicates that no ties are detected, and the network has a weak internal cohesion, while an index value of '1' implies that all the stakeholders in the network have frequent or regular ties, meaning that the links within the network are quite strong. The index has been calculated considering the ties with the mapper, with the other stakeholders within the network, and with both. Figure 7 below presents the situation of the strength of the network respectively at T1, T2 and T3. The decrease of indexes across the three parts of the project could wrongly be interpreted as a negative outcome of the networking action, but it rather mirrors the progressive inclusion of new stakeholders that were initially out of the specific network dynamics. The increase in the number of stakeholders (corresponding to the total expected ties) made the index smaller according to the formula, if there was not a correspondence in the proportional increase of the frequent and the regular ties among and with the stakeholders. The previous disclaimer allows us to interpret under a different perspective the values of the index of strength. At T1, the blue columns in the graph, the overall strength index had a value of 0.41 out of 1 for the ties among the mapper and the stakeholders. It implies a cohesive set of regular and frequent ties that represents the core of the starting network. The final value of 0.35 out of 1, given the high increase in actors included in the network, means that all the initial frequent and regular ties have been preserved and more have been added, though less than proportionally to the increase in the number of stakeholders. The same applies to the strength of the ties among stakeholders, but in this case both the initial and the final values are lower (respectively 0.26 and 0.23 out of 1)[2]. Considering the overall index of strength, which describes the internal cohesion of the network, the starting value was

---

[1] The denominator includes the modality 'no ties', as a potential tie.
[2] With regards to this evidence, it is important to highlight that the results of the mapping action represented the partners' knowledge and point of view about ties between stakeholders. Thus, the data collected might lack information.

considerably higher (0.67 out of 1). The final value, despite the explained decrease, remains significantly high and describes a solid network, furnished with strong links and connections.

Figure 7 - Strenght Index
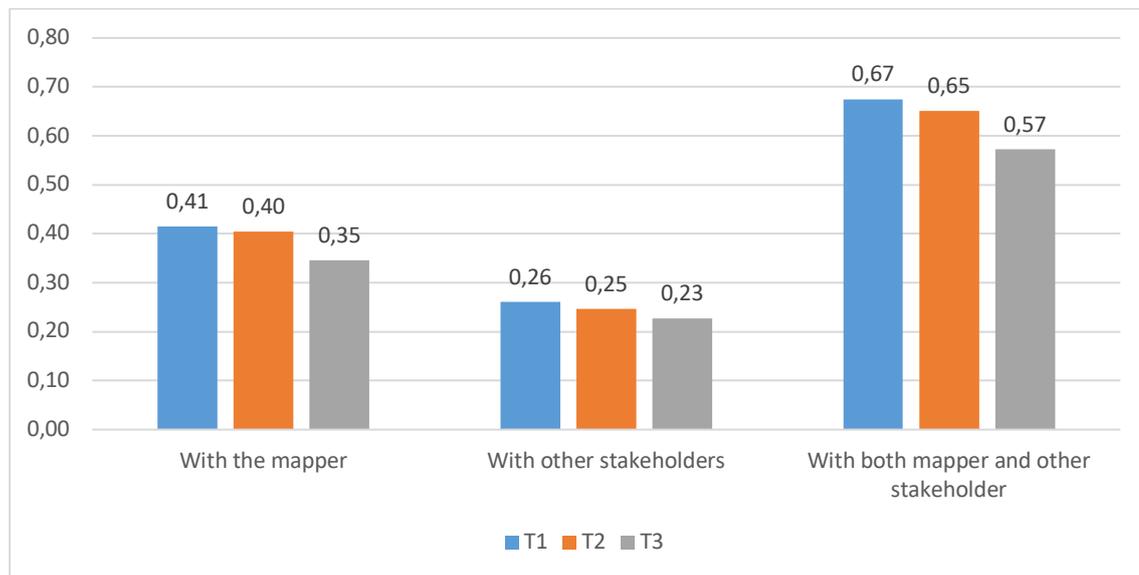
IRS elaboration on project data

3.4.4   Relevance for project actions

Another important feature of the stakeholder that the partners have to take into account when carrying out the mapping action has been their relevance to project activities. As explained within the guidelines, it has been synthesised by two dimensions: the level of power/influence/impact and the level of interests/needs/expectations. Every mapper has been asked to assign to the stakeholders a 'high' or 'low' evaluation for each dimension.

Figures 8 and 9 below show the percentage of actors included in the network with a high level of power/influence/impact or a high level of interests/needs/expectations at the starting point (T1) and at the final observation (T3). First of all, the network already showed at the beginning of the mapping action a positive share of actors with high power (58 %) and an even more positive share of actors with high interests (67 %). In both cases, the percentages have increased across the duration of the mapping period, from T1 to T3. In more detail, the share of actors with high power increased by 2 percentage points (pp) on the total, resulting in a final network with 60 % of stakeholders highly relevant in terms of power, influence or impact for the implementation of project actions. The increase in the number of actors with high interests, needs or expectations has been highly significant – about 9 pp from T1 to T3. The improvement in these two dimensions should also take into account the increase in the total number of actors, which might have led to a proportional decrease of the shares of relevant actors in total. Nonetheless, the registered increase indicates that during the whole action of expansion of the network, the partners kept on including highly relevant actors.

Figure 8 - Level of power/influence/impact
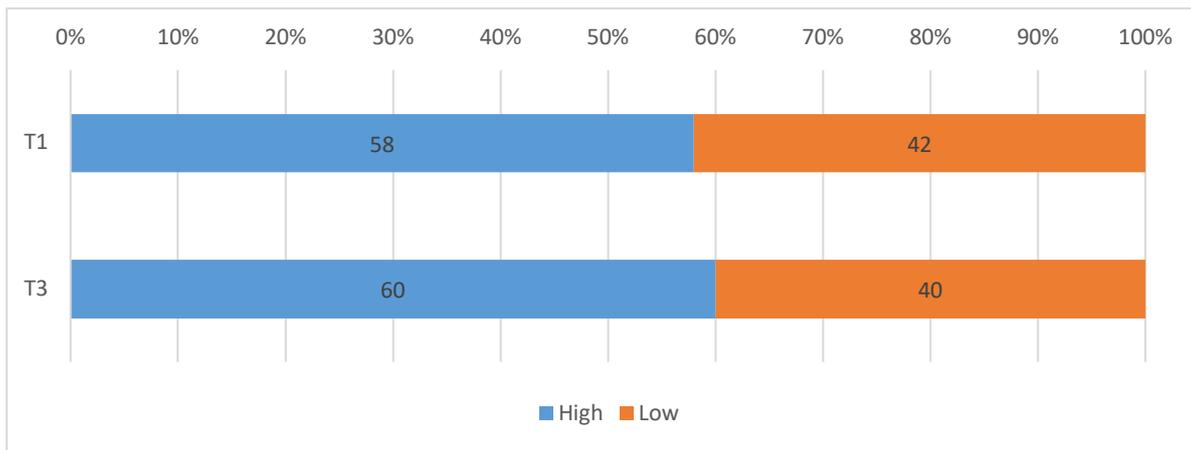
IRS elaboration on project data

Figure 9 -Level of interests/needs/expectations
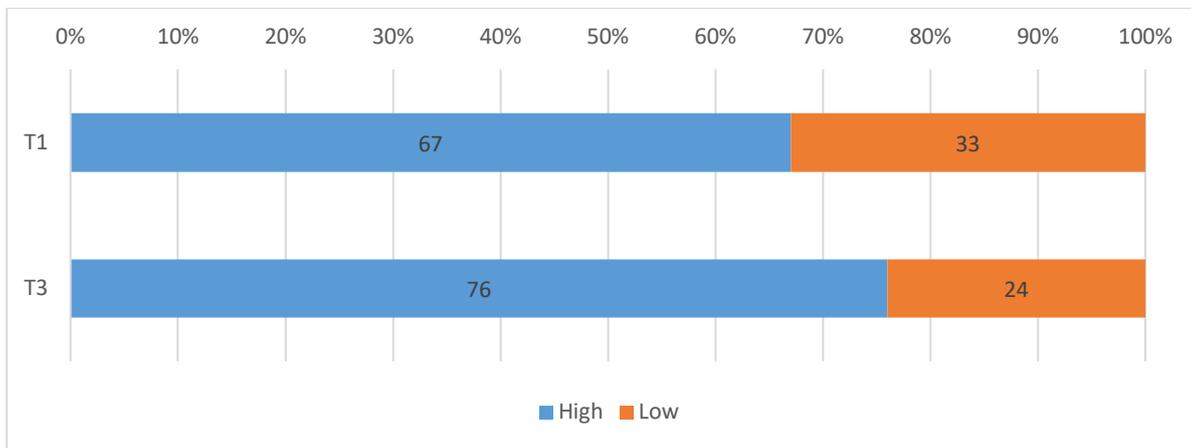
IRS elaboration on project data

It is also confirmed by Figure 10 below, which indicates the shares of stakeholders with both a high level of power and a high level of interests: from T1 to T3, it has increased by 9 pp from 43 % to 52 % of total stakeholders. Thus, more than the half of the WEGO2! Network, built across the project duration and through the implementation of the mapping action, has the capacity of generating impact related to the project's activities and feels that the project aims are necessary and urgent. It will be elaborated on within the sections below, which present the final network in terms of specificity of actors and their potential roles within and beyond the project. Thus, it analyses the features of stakeholders that are more linked with the specific values, missions and objectives of WEGO2!

Figure 10- High power/influence/impact and high interest/needs/expectations
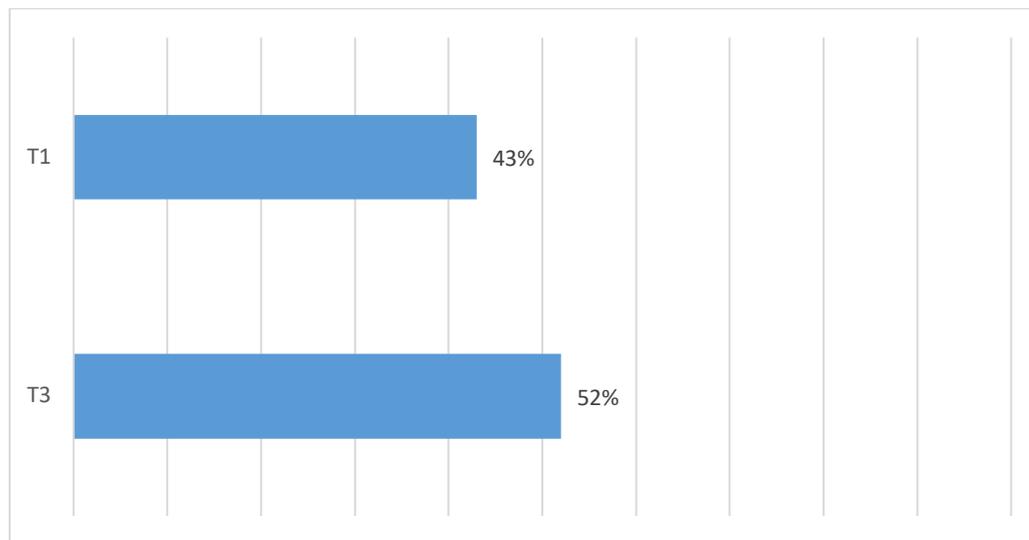
IRS elaboration on project data

3.4.5 *Presence of specific stakeholders − final network*

As anticipated in the section above, these final paragraphs will take into account the specific expertise of the stakeholders and their potential role in the project actions. The guidelines identified three areas of expertise relevant for the project's aims that should have been considered by the partners during the mapping action: the specific focus on gender-related issues, the specific focus on gender-based violence, and whether the actor works directly with IPV survivors.

Final network visual representations are presented in the Annex.

It should be highlighted that the partners of the WEGO2! project already have a high level of specificity on gender-related issues and gender-based violence, as well as a high expertise on work with IPV survivors. Thus, the inclusion within the network of actors with similar expertise was not mandatory, but it could have represented an occasion to improve the mutual learning between actors and exchange knowledge.

The WEGO2! network at T3 includes positive shares of actors active in all the three areas. In particular, 41 % of the total stakeholders have a specific focus on gender-related issues, 30 % on gender-based violence and 38 % work directly with IPV survivors. When analysing these shares, we should also take into account the distribution of actors across categories. For example, the category of enterprises covers 28.8 % of the stakeholders in the network, and it is plausible to assume that an enterprise hardly has a specific focus on gender-based violence or works directly with IPV survivors.

Figure 11- Presence of stakeholders with specific focus - T3
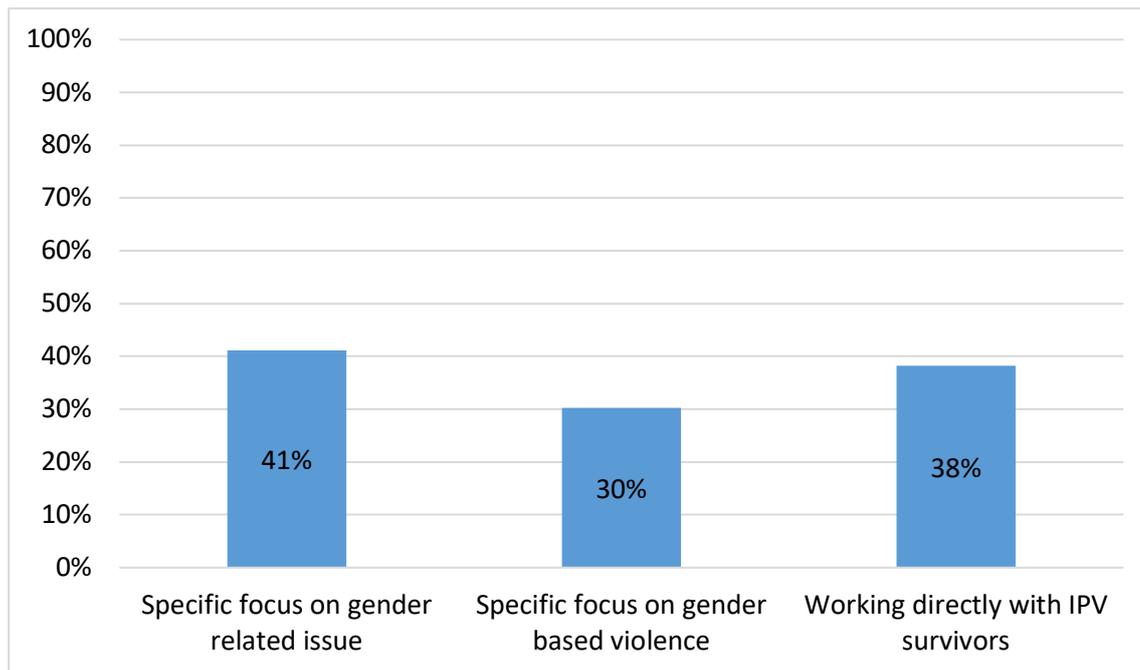
IRS elaboration on project data

3.4.6 *Potential role of the stakeholders for project's objectives – final network*

This final section describes the potential role that stakeholders included in the mapped network at T3 might have had in the project. The seven potential roles covered by the 'Guideline for stakeholder's mapping and screening to structure a stakeholder network', are classified into two subgroups as follows:

1. The first subgroup is the 'potential role in women's empowerment' consisting of promoting/ implementing women's labour market inclusion, promoting/implementing training targeting women and promoting/providing housing for victims.

2. The second subgroup is the 'potential role in facilitating project processes and dissemination/ communication actions', consisting of facilitating the creation of the network protocols for the inclusion of women in the labour market, dissemination of the project results and promoting the debate, providing financial support or promoting sustainability of the project results, and mutual learning or transferring of good practices.

The final picture of the WEGO2! Network for the potential role in women's empowerment is presented in Figure 12 below. Most stakeholders included in the network (75.3 %) are able to promote or implement (totally or partially) women's labour market inclusion. A slightly smaller share, although still high, may promote or implement training that targets women (64.7 %). Finally, there are only few actors that can potentially provide housing for women victims (23 %).
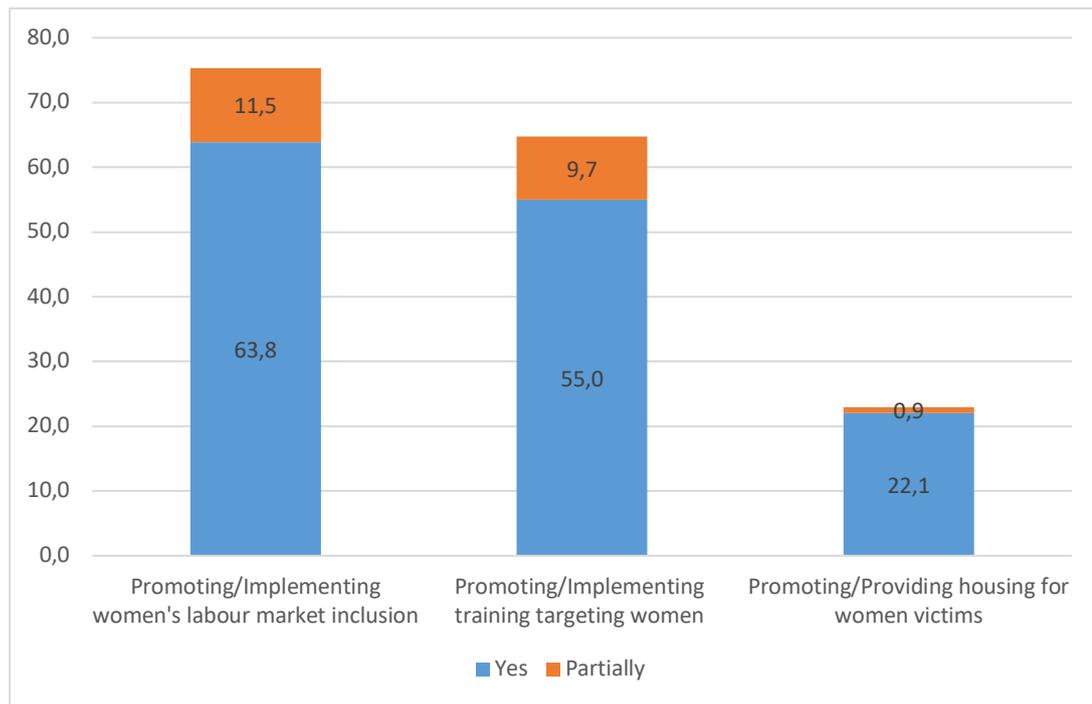
IRS elaboration on project data

On the other hand, considering the potential role in facilitating project processes and dissemination/communication actions, the shares of stakeholders able to provide support are presented in Figure 13. The main critical issue regards the possibility of providing support or promoting the sustainability of the project's results, a role that can be covered only by 23.8 % of the stakeholders. Almost the half of the actors included in the network are able to facilitate the creation of network protocols for the inclusion of women in the labour market (48.8 %) and may operate mutual learning and transferring of good practices (49.9 %). Finally, 79.4% of stakeholders may contribute to the dissemination of the project's results and promote the debate.
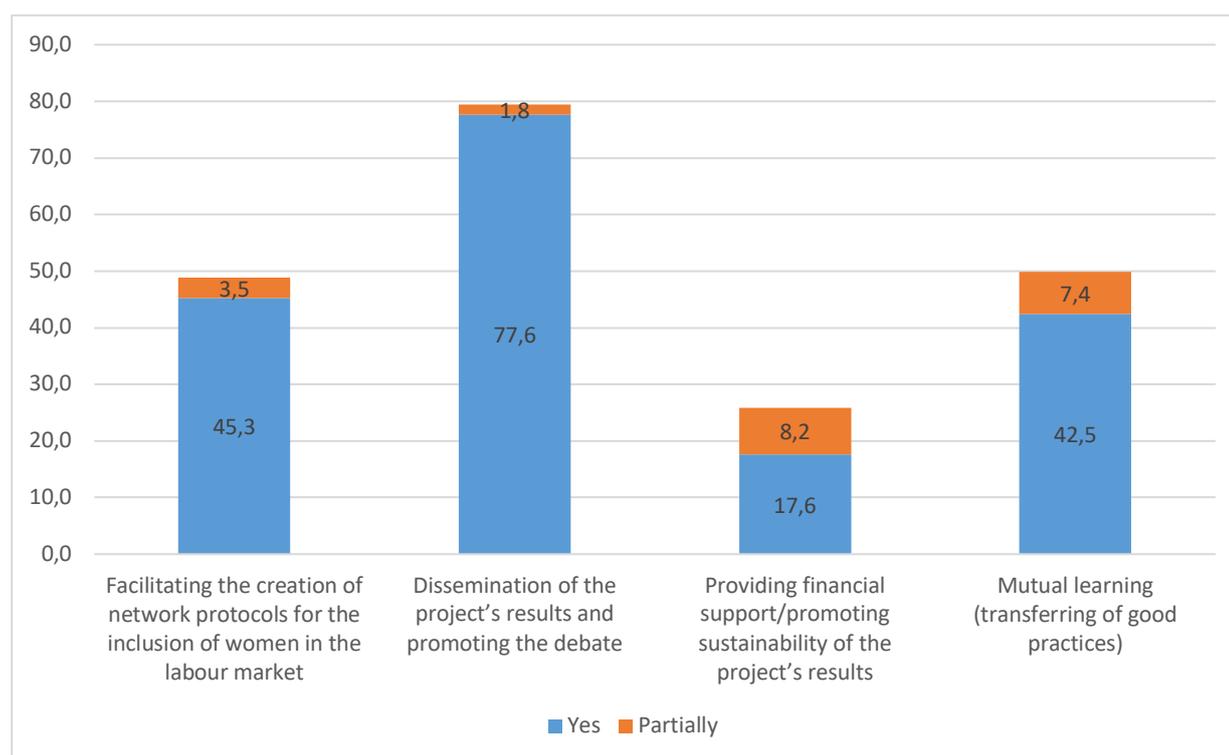
IRS elaboration on project data

4 Territorial protocol analysis

4.1 Introduction

The economic empowerment of IPV survivors is a complex issue and a challenging task that calls for attention and effort from a wide range of stakeholders. Different actors work on this topic, but the interventions are still limited and often lack coordination and formalised agreements among them, as well as the adoption of different procedures. This makes it difficult to achieve the final goal of the interventions and to effectively support the economic empowerment of IPV survivors.

For these reasons, territorial protocols as important instruments to set up and run a formalised local mechanism to foster and manage the economic empowerment plans of IPV survivors were implemented by the WEGO2! project partners in their local contexts.

This activity was carried out in continuity with the activity previously presented in Chapter 3 on the mapping action and analysis of the WEGO2! partners' network carried out by the partners and, in some way, it constitutes one of their most important developments.

The main characteristics of the three formal protocols signed (1) or for which the signing process is currently underway[3] (2) will be analysed below: Bulgaria (with reference to the territory of Ruse). Greece

---

[3] To the date of the conclusion of the WEGO2! project, only the Bulgarian protocol was formally signed. The process of signing of the Greek and Italian protocols are currently underway. In particular, for the Italian case, the conclusion of the process was affected by the difficulty of the AVCs to participate in the meetings for the definition of the protocol during the Covid-19 health emergency, as they were too busy responding the women's emergency needs. However, the process is currently at a very advanced stage and the protocol should be signed in the next months and approved by the Municipality of Milan. In Greece, the signing of the protocol will be in the month of April as part of the municipality's internal administrative procedures. In addition, one of the municipalities (Elassona) was recently hit by an earthquake which made the final activities and the signature more difficult.

(with reference to the territory of Karditsa) and Italy (with reference to the territory of the Municipality of Milan).

Only with reference to Spain, the analysis will be focused on SIRGA and SURT AVC's informal local network that represents a great example of strong and effective relationships among many actors in the economic empowerment field of IPV survivors. Also, this informal network – like the formalised territorial protocols – can be considered a great result in the frame of the WEGO2! project objectives for which all the actions had to contribute to developing or strengthening networks on economic empowerment regardless of their formalisation.

The Spanish SIRGA and SURT AVCs informal network will be described separately (4.7).

4.2 The local contexts

The three territorial protocols in Bulgaria, Greece and Italy are framed in territorial contexts that are already very active on gender equality and the fight against gender violence.

In particular, in Bulgaria the Ruse territory is very active in this field. The Dinamika Centre (Counselling Centre for Support of Victims of Violence), a crucial actor of the local protocol, in accordance with a specific agreement with Ruse Municipality is also a supplier of crisis centre services (a social service of a residential type) and is part of a rich network of relationships. The local territory is characterised by the presence of many agreements aiming to improve the coordination between local services as well as to improve and make more effective the service offered by the Dinamika Centre. Ruse municipality, in particular, works for the urgent enrolment of children in kindergartens and schools near the centre; it also offers a social housing service to women and children who have experienced domestic violence. Specific agreements are in place with the Social Support Directorate (Municipal Institution) that provides support in the implementation of activities for the protection of victims of domestic violence. It does this through counselling and referring women to the social service crisis centre, as well as through the regional police department to exchange information and for the coordination of domestic violence cases. Collaborative relationships are also in place with the Bulgarian Red Cross regional office for the development of special programmes and the mutual referral of victims of domestic violence. This collaboration is also aimed at carrying out information campaigns to inform the civil society about the application of the Domestic Violence Protection Act and the services provided by the Dinamika Centre.

In Greece the territory selected for the local protocol is very active on gender equality and the fight against and prevention of gender-based violence. The Women's Centre of Karditsa (WCK) anti-violence centre, a crucial actor of the local protocol, is part of a local/regional network created under the previous WEGO!1 Project. This local network provides a system of actions, based on new forms of collective interventions whose main objective is to provide the best support to women victims of IPV. The primary concern of the centre and the other members of the network is to enable women to exit violence and strengthening their economic and employment conditions. Bilateral agreements have been in place since 2017 between WCK and the other actors that complement WCK's activities. In particular, the Municipality of Karditsa is the main partner of WCK. It finances WCK annually and on a permanent basis. It is also a great support in implementing actions promoting gender equality or supporting IPV survivors. The Development Agency of Karditsa (AN.KA SA), collaborates with WCK to help IPV survivors to create business plans, while the Cooperative Bank of Karditsa gives microcredit to IPV survivors on very reasonable terms. Another very active partner of WCK is the University of Thessaly, Centre for International Education (CIE), which helps IPV survivors by educating them online and providing very easy-to-use tools. All these actors systematised and formalised these activities within the new local protocol.

In Italy, the local context for the territorial protocol is very active in the gender equality field, and the prevention and combatting of gender-based violence. The Municipality of Milan in particular is involved

in many initiatives in promoting women's rights and gender equality (also in the workplace) and implementing targeted policies and interventions in this area. The recent experiences of the Milano Donne Centres, meeting places opened in 2018 in some districts of the city of Milan on the initiative of the Mayor's Delegate for Equal Gender Opportunities, are particularly significant. They offer guidance services on local- and city-provided support for families and care activities. Also, specific institutional bodies and functions (the Municipal Commission for Equal Opportunities and Civil Rights, the Delegate for Equal Opportunities of the Metropolitan City of Milan and the Regional Council for Equal Opportunities), commit themselves to many activities in the field of gender equality. There is also AFOL Metropolitana – the labour service of the Metropolitan City – which has an office for gender equality and carries out various interventions, including experimental ones, on the socio-economic empowerment of women.

With reference to the gender-based violence field, the Municipality of Milan (Department of Social Policies / Rights and Marginalisation Unit) is the leader and coordinator of the anti-violence network that brings together all the AVCs and shelters. For many years, the network has been supporting the activities of AVCs and shelters with financial resources, . It has also supported participation in public tenders and projects, coordinating all the territorial actors and assisting in the implementation of multistakeholder and multisectoral interventions. Recently, the Department of Labour Policies of the Municipality of Milan committed itself to fighting violence in public places through specific projects.

In all three countries (Bulgaria, Greece and Italy) the protocols on the economic empowerment of IPV survivors that have been signed, or for which the signing process is currently underway, are new ones and not simple extensions or amendments by the signatories to already existing and formalised protocols. They are therefore configurable as significant innovations of the local context, and their stipulation involved an important task of building of this instrument. However, it was fostered by the presence of already very strong relationships among some of the signatory stakeholders. This is thanks to bilateral agreements aimed at facilitating the work of the AVCs, even if in many cases they are not aimed at the economic empowerment of IPV survivors (especially in Bulgaria).

Also in Italy, the next signing of the new territorial protocol for the economic empowerment of survivors of IPV will be an innovation for the local context, as it will be the first formalised protocol on the subject. Unlike the Bulgarian and Greek experiences, the creation of the Italian protocol, however, started from a pre-existing and specific multistakeholder activity on the subject of the economic empowerment. This was developed within the interdisciplinary '*Working group on the social and economic empowerment of women victims of violence*' thematic articulation of the Technical Table for planning and monitoring interventions to prevent and combat gender-based violence against women. It brings together the representatives of each signatory body of '*Milan with women against violence. A concrete action plan. A new pact for the city*'. The pact was launched by the Municipality of Milan (Department of Social Services, which leads the anti-violence network of the city of Milan), and signed in 2018 by a large number of stakeholders with reference to the entire territory of the Metropolitan City of Milan. In September 2020, the co-facilitation of this working thematic group was assigned to ActionAid, one of the signatory stakeholders of the plan and this task gave new impetus to the activities of defining of the protocol and the shared operating procedures to improve the effectiveness and efficiency of interventions in the economic empowerment field.

4.3 Protocol aims/areas of interest

In accordance with the protocol model, all territorial protocols recall some very important principles and approaches:

- the human rights-based approach (HRBA);
- the women's centred approach;

- multisectoral and multi-agency coordination;
- co-ownership, accountability and transparency;
- the participatory approach.

The last is a crucial aspect to ensure that the IPV survivors' needs and prospects are taken into account in the territorial protocols. The commitments undertaken by the stakeholders and the protocol general and specific objectives fit in this framework.

Consistently with the aims indicated by the protocol model (even if worded slightly differently), all the protocols indicated setting a cooperative framework among all actors as the main objective. This would boost the economic empowerment of IPV survivors, and therefore their autonomy to exit violence. Each protocol also provided some specific objectives according to the needs and specificities of the local context.

In more detail, the purpose of the Bulgarian protocol is to join the efforts of all stakeholders to support the Dinamika Centre (AVC)'s activities in the field of economic empowerment in a sustainability perspective. Specific aims are:

- Support women who experienced IPV through structured, multidisciplinary efforts for their economic empowerment;
- Support the Dinamika Centre in its work for economic empowerment of women who experienced violence from an intimate partner.

The primary objective of the Greek territorial protocol is to establish a framework for cooperation to facilitate effective coordination between all actors that deal with economic empowerment of IPV survivors. This includes enhancing their employability and consequently, their autonomy and self-reliance so they can live a life without violence.
Specific aims are:

- to promote the continuous cooperation with the members of the protocol;
- to develop a sustainable plan of common actions;
- to provide a wide range of supportive actions to all women survivors of gender-based violence;
- to support the social and work inclusion of women who have been affected by violence.

According to the Greek protocol, multidisciplinary, interdepartmental and multilevel cooperation is key to ensuring the proper planning and implementation of an intervention system on economic empowerment. This will, therefore, improve the consistency and effectiveness of actions across all actors, aligning interventions and procedures.

The general objective of the Italian protocol is to promote the economic independence and autonomy of women who exit situations of domestic violence, through the promotion of socio-economic empowerment paths that foster access to training and professional opportunities. The specific objectives are:

1. Promoting knowledge and permanent dialogue between the actors in the Milan area who can foster and support the socio-working inclusion of women who have suffered from violence;

2. Mapping and sharing of good practices and useful tools, identifying room for improvement and shared, transferable and long-term solutions in the economic empowerment field for IPV survivors;

3. Adopting shared operating procedures that guarantee integrated and effective interventions between the services that accompany women affected by domestic violence in their path of autonomy.

4.4 Signatories and their roles/tasks

In accordance with the protocol model, the overall analysis of the protocols shows that they all include categories of actors considered crucial for the implementation of actions aimed at economic empowerment. This starts with the AVCs, which constitute the main actors. In particular, in all three protocols a leading role is played by the institutions that promote and often fund the activities of the AVCs. In the same way, the role reserved to companies, labour social partners (representatives of associations of companies and trade unions) and labour and training services as leading players to retrain IPV survivors and for job placement is central.

In Greece, the signatories are stakeholders that are already part of the WCK local network, and complement WCK's actions:

- the Municipality of Karditsa
- the Municipality of Elassona
- the Secondary Education Directorate, Karditsa prefecture
- the Development Agency of Karditsa
- the Cooperative Bank of Karditsa
- the University of Thessaly

In Bulgaria, the signatories belong to all categories indicated by the protocol model to cover the main areas of interest for economic empowerment:

- Institutional actors: Ruse Municipality;
- Businesses: KANEV University Hospital; Raiffeisen Bank (Regional Office); Kaufland (retail chain); Mik-BG Ltd (clothing company); Zonta Club; Centre for Sustainable Communities Development (CSCD), Sofia; 'Ruse – Free Spirit City' Foundation;
- Labour, training and housing services: Nedka Lazarova Vocational High School of Clothing and Design;
- Experts: University of Ruse.

In Italy the signatories of the protocol will be the Municipality of Milan, all the members of the anti-violence network and other members of the *Working group on the social and economic empowerment of women victims of violence* (especially business associations and labour services).

Consistent with the objectives indicated and the stakeholders identified as signatories of the protocols, the planned actions mainly cover the training and work areas. Also, specific measures of work–life balance can be provided by the protocols to support the work inclusion and housing solutions to strengthen the women's autonomy.

The IEEPs (individual economic empowerment plans), as the protocol model requested, are at the core of the protocols. In Bulgaria and Greece they are specifically indicated as part of the protocols while in Italy they are still being defined. In particular, in Italy the definition of IEEPs has been slowed down by the current situation of the labour market which has been affected by the employment crisis due to the Covid-19 health emergency. Moreover, the current ban on dismissals in force in Italy also affects future plans of hiring.

According to the protocol model, the IEEPs provided by the protocols are articulated in six steps necessary to achieve them:

SOP 1 – Coordination meetings: meetings to be regularly convened among all signatories to discuss key issues and priority needs concerning the economic empowerment of IPV survivors, and to review the activities put in place. Furthermore, the meetings facilitate the exchange of views and ideas aimed at improving the planning and delivery of the IEEPs.

SOP 2 – Skills assessment: this action is provided for assessing the abilities, skills, competencies and motivations held by women to define their IEEP;

SOP 3 – Job matching: in this step the IPV survivors are matched to the right jobs based on their skills assessment (See SOP 2);

SOP 4 – Work–life balance and housing: any IEEP provides ad hoc measures to guarantee work–life balance and housing solutions;

SOP 5 – IEEP action: a detailed description of the actions that assisted women will carry out to achieve their economic empowerment. It is a tailor-made and revisable plan resulting from their skills assessment (SOP 2) and matched with the available options (SOPs 3 and 4);

SOP 6 – IEEP monitoring and assessment: this step provides the monitoring of IEEP advancement (its effectiveness and efficiency) to identify possible issues, and to favour the achievement of its objectives.

In Greece, the protocol includes different actions to meet the social and economic needs of the women beneficiaries, and they are described in detail in the annexes of the protocol. The actions are not targeted only to GBV survivors but also to other vulnerable women that are not affected by GBV violence. However, support for women suffering from GBV will be a priority of the protocol. Consistent with the stakeholders' usual tasks within the local network, the protocol provides the following actions:

1. to support business creation for IPV survivors through the Development Agency of Karditsa (AN.KA SA);
2. to support access to credit (microcredit) for IPV survivors through the Cooperative Bank of Karditsa;
3. to provide educational and professional training for IPV survivors through the University of Thessaly;
4. to provide economic support to the Women's Centre of Karditsa (WCK) through the Municipality of Karditsa.

In Bulgaria, the protocol provides different actions addressed to women consistent with the kind of each stakeholder's activities: employment support, business creation support, qualification and retraining, training in financial literacy, access to financial services, kindergartens and access to affordable housing.

Finally, all the protocols provide for other important follow-on actions of the IEEPs: above all, awareness-raising and training actions aimed at businesses and employment services, recognising the importance of planning awareness-raising and training for the local context, as interventions leading to the success of the IEEPs.

4.5 Process of protocol definition and implementation

All the territorial protocols were the result of an articulated process, and formal and informal interactions between all the signatory parties. The parties met and discussed many times on the methodological and legal aspects of the protocol.

In Bulgaria, the process of protocol definition involved the organisation of coordination meetings by the operations staff and some workshops with the stakeholders present, as well as monthly Skype meetings. The first meeting was organised in Ruse with the full support of local staff, which along with CSCD dealt with mapping companies and institutions to be invited to this workshop. The participants included those from sewing services (a strategic sector for the region), institutions (Ruse Regional Administration, Ruse Municipality), labour and training services (Regional Unemployment Agency, Vocational High School of Clothing and Design) and representatives of the third sector (Zonta Club). This first meeting was important to develop the concept of economic empowerment, which enables

stakeholders to become involved in the territorial protocol – how to define engagements and plan activities. The brainstorming method was adopted to exchange ideas about how other institutions, companies and actors could be interested in joining the protocol. Next, the operations team and the territorial protocol coordinator visited companies and institutions to organise corporate training and discuss aims, roles and commitments to get potential approval of the protocol. Finally, the protocol model was presented at every corporate training session carried out during the project (see report on knowledge impact). The impossibility of organising meetings with people present due to Covid-19 was a critical issue. Furthermore, some of the stakeholders working on the front line were directly affected by the health emergency (KANEV University Hospital and Ruse Municipality) and that resulted in a shift of priorities. A local coordinator from the Dinamika Centre was appointed and an informal team consisting of the AVC and CSCD was created. The coordinator will organise regular coordination meetings with the partners at least once every six months. The coordinator also has also the task of creating and maintaining a Facebook page for the network, formalised with the protocol through which to publish information about the initiatives to support the economic empowerment of IPV survivors.

In Greece, for the process of defining the protocol there was a request to meet those in charge of signing the protocol both in person and online. The vertical meetings provided by the WEGO 2! project were used for this purpose too. During these meetings all stakeholders were informed and made aware of the support they can provide to IPV survivors. The development of the actions and the assignment of the tasks was based on the actor's experience and the services they usually provide. The last step concerned the finalisation of the coordination and monitoring system, and the signing of the protocol by the legal representatives. Overall, the definition of the Greek protocol has not requested the use of specific methods because the signatories had already worked together daily, for a long time. Their good, mutual collaboration and knowledge made their coordination meetings easier as well as for planning the actions and tasks for each of them. As for the coordination system of the protocol, the coordinator will be the WCK AVC, partner of the WEGO2! project. The coordinator will act as the joint representative of all the bodies that cooperate and will take responsibility for the overall management of the project – facilitating exchanges, operational consistency and data collection. All the other signatories are committed to the effective implementation of the protocol too, i.e. to cooperate, to execute and fulfil all their obligations on time.

In Italy, the whole process for the definition of the territorial protocol (standard operating procedures – SOPs) was based on the work of the *Working Group/Table on the social and economic empowerment of women victims of violence*. The process of signing the Italian protocol is currently underway as the Covid-19 emergency changed all the plans and priorities of AVCs that are part of the Working Group/Table, resulting in a halt to the activities until September 2020. In September, the co-facilitation of the working group was assigned to ActionAid and the activity has started again. Currently, the process is not concluded but it is at a very advanced stage. The protocol should be signed in the next months and approved by the Municipality of Milan. With reference to the process, the first meeting with the ActionAid co-facilitation was very important, to get the collaboration of the Anti-Violence Network of the City of Milan to the elaboration of the territorial protocol/SOPs.

Subsequently, five other meetings of the working group were organised in which proposals, intervention models and operational procedures were discussed. They were analysed to make sure they would guarantee effective and integrated interventions of the services that help women who have suffered domestic violence towards autonomy. The meetings were useful to decide which additional stakeholders to include in the protocol, and to concretise the interventions to be implemented. The methodologies to be adopted with women by services and businesses during the work placement actions, and how to implement training and awareness-raising measures for labour services and businesses, were paid particular attention. The protocol definition work, its priorities and actions were

shared and co-designed with all the actors of the Milan anti-violence network and the other stakeholders. Much work was done in the back office, especially for the definition of the SOPs to be discussed during the meeting of the Working Group/Table. These meetings were often preceded by bilateral meetings with the stakeholders to prepare the discussion in plenary, and they were also facilitated by the sharing of guiding questions. After each meeting, special notes/minutes of the meeting were circulated to share what emerged and collect feedback from the participants. As for the coordination system, consistent with the management of the anti-violence network, the protocol coordination will be assigned to the Municipality of Milan, as the future institutional subject signatory of the protocol and the reference body for the implementation of the protocol itself, providing in any case a co-responsibility of all the signatories.

Finally, according to the territorial protocol model, each protocol provides a process for ongoing monitoring, evaluation and learning. Qualitative and quantitative indicators as well as specific evaluation sessions are crucial to monitor the implementation of the territorial protocols, their expected outputs and outcomes on a regular basis. This is also an opportunity to discuss the lessons learnt and the efficiency and sustainability of the protocol actions.

4.6 Possible developments and sustainability of the protocol's actions

The effectiveness of the territorial protocols is also measured by the future sustainability of their actions. It is very important that the planned actions are not only implemented, but also continue and consolidate as well as the collaboration between the signatories. The protocol must not simply be a formal pact for common actions with a deadline, but a strong commitment that is renewed over time. In this perspective, all the provisions of the protocol aimed at facilitating its renewal, the entry of new signatories or, in any case, further developments are to be considered real strengths. In more detail, from the analysis of the protocols signed or in the process of being signed, the follows emerges:

- In Greece, the territorial protocol includes actions that will be active in a permanent way. In particular, many actions (e.g. credit support, training) will last beyond the project in the future, partly because they refer to the actions that the signatories already carry out in the local context and that the protocol contributes to systematising. Moreover, the territorial protocol has an unlimited duration (thus it is not necessary to provide a means of renewal) and it also allows new actors to enter the protocol.

- In Bulgaria, a three-year duration of the protocol was established. The signatories planned that after the third year the possible continuation of the protocol would be assessed, with possible changes and the taking of further actions on the basis of the results obtained. As in Greece, it would also allow new actors to enter the protocol.

- In Italy, the next signing of the territorial protocol aims to strengthen and stabilise the Working Group/Table on Economic Empowerment as a shared place for operational exchange and also as the 'control room' of the protocol. The protocol will start modular work that will initially focus on work issues to facilitate the labour inclusion of women who have suffered violence. It will be extended later to the aspects more related to welfare and housing support, also through the stipulation of additional protocols or the addition of new areas to the protocol currently being signed.

4.7 The Spanish SIRGA and SURT informal network

The local context in Barcelona and Catalonia is very active on gender equality. There is a large and active network of feminist organisations present as well as a very strong legislative framework to

promote gender equality and to combat gender-based violence[4]. The context is characterised by a well-established public network of support services to victims of gender-based violence, as well as many independent NGOs providing complementary services. In 2008, a Catalan Framework Protocol was set for a coordinated intervention against gender-based violence. It established and described the coordination system of the public services and their roles in prevention and identification of GBV and support to survivors. This system involves very different stakeholders and services: social, health, law enforcement, legal, education, labour, women's support services, etc. In addition, there are different local protocols around the Barcelona province and in Barcelona city there is the Barcelona Circuit against Gender Violence. Further protocols would be necessary to engage institutions, and to formalise the coordination between the public services against GBV and the independent services carried out by NGOs. These protocols could have a positive affect through networking activities to improve the economic empowerment of IPV survivors as that is still a weak area within the existing protocols. However, promoting a formal protocol in Barcelona was not possible during the WEGO2! project due to the unstable political climate in Spain, Catalonia and Barcelona. The elections took in place in this period and there was general uncertainty and unrest due to the pandemic. In addition, the well-established institutional mechanisms of coordination would have required long negotiations incompatible with the timing of the project, given the critical issues already indicated.

However, the WEGO2! project actions contributed to establishing an informal network including civil society organisations and especially enterprises, to improve the economic empowerment for IPV survivors. The main actors of the informal network were SURT (a WEGO2! project partner) and SIRGA.

SIRGA is a shelter for victims of IPV and a project of the SURT Foundation. It works with great autonomy from SURT but also shares with it some common objectives among which is to improve the relationship with companies. The main network objectives are to provide training opportunities for IPV survivors, internships in companies and job placement opportunities. The other key actor of the network is Intermedia Foundation, a joint project of three organisations including SURT. It is an independent non-profit organisation that offers labour services (advice, orientation, training and development of professional trajectories) to improve the employment of people with a special attention to people at risk of social exclusion. All these actions are carried out in close collaboration with companies and the socio-economic initiatives. Intermedia Foundation therefore represents the liaison among SIRGA, SURT and companies to explore new possibilities to cooperate: analysis of the job market, selection of interesting companies, contact with companies and identification of job profiles to facilitate integration of women, post-placement follow-up, and management of the portfolio of companies and clients. The objective of the network is to further strengthen these actions in the future. Also, recent changes in Spanish gender equality legislation will contribute to the engagement of enterprises in the network. The law established that it is now mandatory for all enterprises with more than 50 employees to have a gender equality plan, and this is also an important incentive for their engagement in actions for IPV survivors.

Many activities of the WEGO2! project have also been essential to strengthen and expand this informal network: training to companies, the mapping and networking activities for partners (including SURT), the networking exercise for AVCs as well as the activity with the companies for the WEGO label. These activities have been occasions to explain to the companies (in 15 informal meetings) what the network does and what it can offer in terms of consultancy services to strengthen the business organisational policies for gender equality and the fight against gender-based violence. Within the network, the SURT departments that deal with intermediation with companies and consultancy made joint efforts to reach enterprises. However, the contact with enterprises were very difficult during the pandemic, and public social and employment services were closed and unreachable. Training systems and some labour market sectors (especially those employing most of the women, such as tourism, restaurants, commerce ...) were totally paralysed. This situation required a renewal of efforts to contact new

---

[4] In Catalonia, a new law promoting gender equality was issued in 2015 and a law to eradicate gender-based violence was recently expanded in 2020, to include long-standing demands of the feminist movement, such as the introduction of institutional violence.

enterprises and sectors. Overall, the activities carried out resulted in engaging ten companies despite the problems.

This work will continue after the project lifetime through the activities of the informal network in the field of labour intermediation and consultancy for businesses.

Conclusions

This report presents the main outcomes within the WEGO2! Project's activities related to the pillar of network building. The importance of networking actions carried out by project partners and other stakeholders was highlighted also during the training sessions involving AVCs operators and companies' staff, described in the Del.18 - Knowledge impact report. The network building was perceived as necessary to implement strong, supportive relationships between actors that could sustain women along their entire process of empowerment. The necessary steps to build a network include formal and informal actions, to be implemented at local level first, but also linking actors with different governmental dimensions and expertise. The WEGO!2 project designed a step-by-step guide to developing a territorial protocol to set up and run a formalised local mechanism to foster and manage economic empowerment plans of IPV survivors in a coordinated and consistent fashion, support the development of partners' network and implement new or develop already established territorial protocols on the ground.

The development of territorial protocol for the partners started with the mapping action of the existing and potential stakeholders, presented in the section three of this report. The partners carried out the mapping action in order to keep track of their existing connections with different actors, and to plan a strategy for the expansion of their network. This was evaluated at three different moments, for monitoring the evolution of the partners' relationships, the balance of their network and the features of the stakeholders involved. The mapping actions contributed to describe the improvements that all the partners made in terms of their relationships along the project's duration. Given the initial number of 169 actors, the network presented a 100 % growth rate from T1 (October 2019) to T3. Looking at the disaggregated distribution of actors by categories (Table 1 below) at T3, it is important to highlight that the category of enterprises was the one to grow according to the highest rate. For what concerns the territorial/governmental dimensions of the stakeholders, the final network of the WEGO2! project consists of 52.5 % local actors (65.5 % at T1), 13.9 % regional actors (13.1 % at T1), 23.3 % national actors (18.5 % at T1) and 10.3 % European actors (3 % at T1). Moreover, the involved stakeholders presented a specific expertise in relevant field for the project's successful implementation, that are: specific focus on gender-related issues (41%), specific focus on gender-based violence (30%) and working directly with IPV survivors (38%).

After the mapping of potential connection and the action to improve existing network, the project's partners implemented the practical design of the territorial protocol, arriving to a shared agreement on local level for the support of women in their process of socio-economic empowerment. The report presents the main characteristics of the three formal protocols which were signed or were in the signing process in Bulgaria (with reference to the territory of Ruse), Greece (with reference to the territory of Karditsa) and Italy (with reference to the territory of the Municipality of Milan). A specific section describes the informal network of the Spanish actors. In all three countries (Bulgaria, Greece and Italy) in which the protocols on the economic empowerment of IPV survivors were signed, or for which the signing process is currently underway, the signature of a protocol is an innovative action and not simple extensions or amendments to already existing and formalised protocols. They are therefore to be considered as significant innovation of the local context, and their stipulation implied a strong network building process. In accordance with the protocol model, all territorial protocols recall some very important principles and approaches such as the human rights-based approach (HRBA), the women's centred approach, the multi-sectoral and multi-agency coordination, the co-ownership, accountability and transparency, the participatory approach. All the territorial protocols were the result of an articulated process, and formal and informal interactions between all the signatory parties.

5 ANNEX: Final networks – visual representations

Figure 1 – ActionAid

T1 – October 2019

T3 – October 2020

Figure 2 – Centre for Sustainable Communities Development
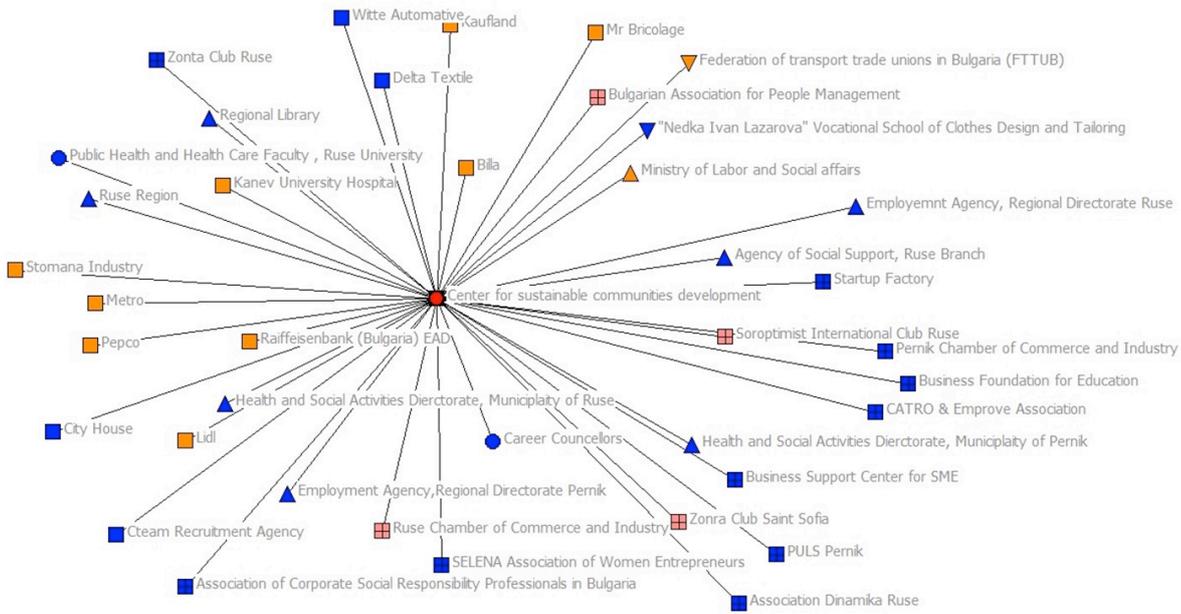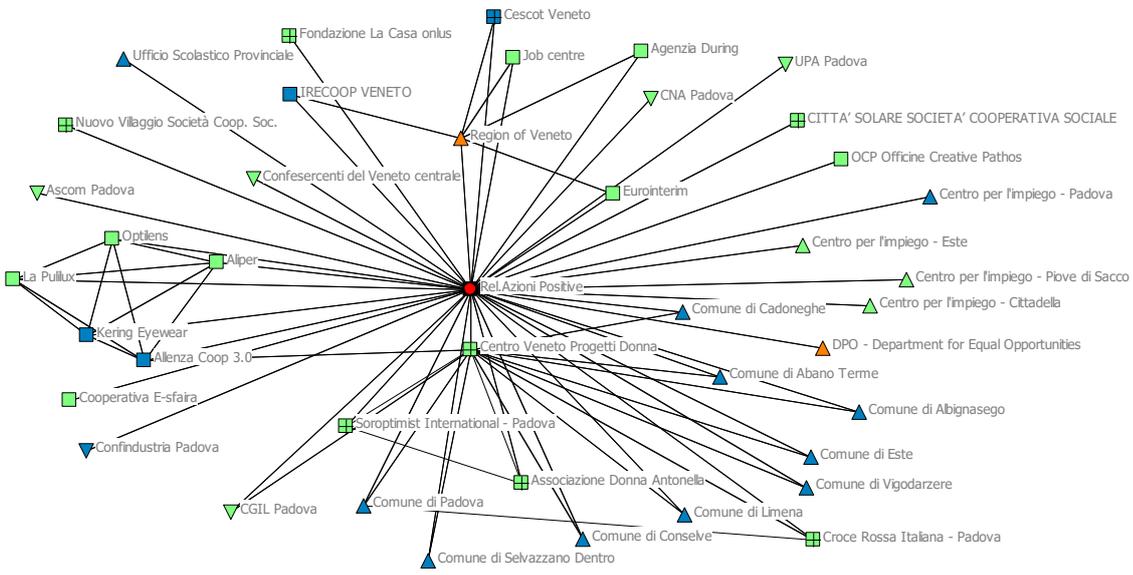
T1 – October 2019

Figure 3 – Rel.Azioni Positive

T1 – October 2019

T3 – October 2020

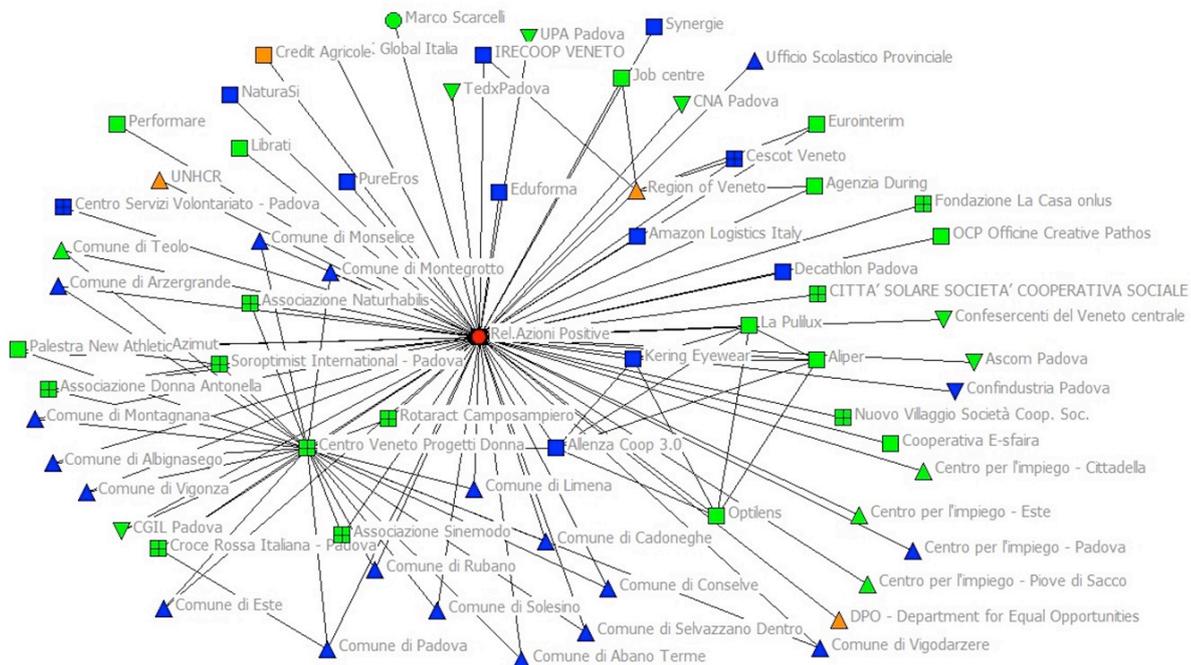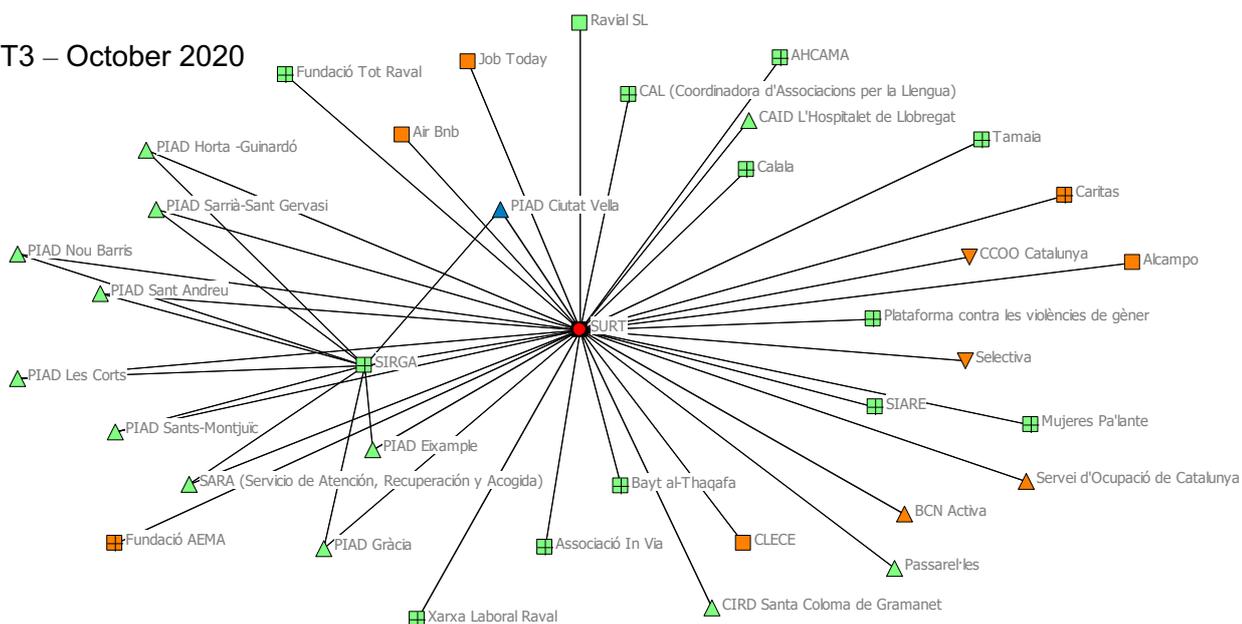*Figure 4 – Fundaciò SURT*

T1 – October 2019

T3 – October 2020

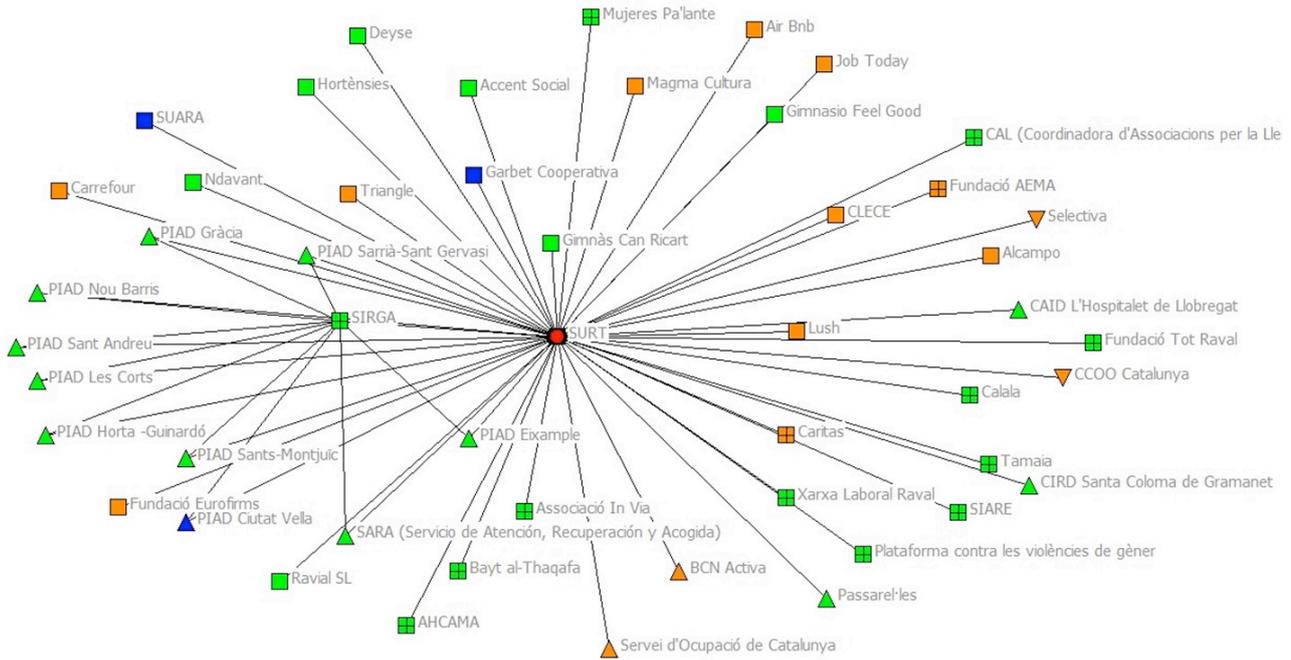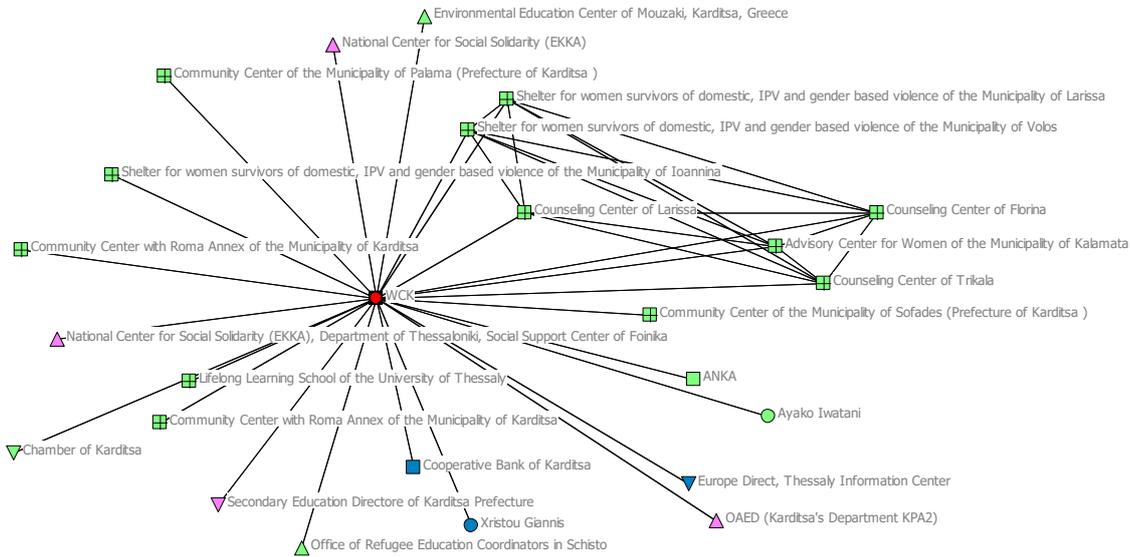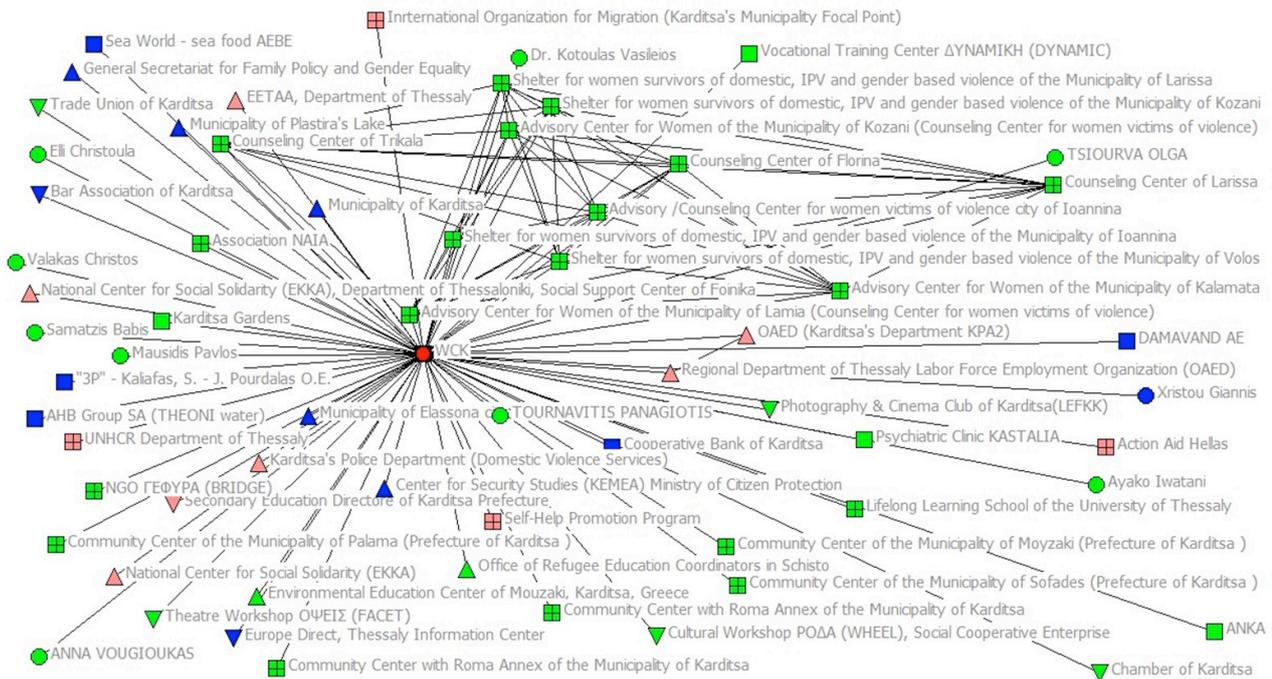*Figure 5 – Women's Centre of Karditsa*

T1 – October 2019

Inrternational Organization for Migration (Karditsa's Municipality Focal Point)

Sea World - sea food AEBE

General Secretariat for Family Policy and Gender Equality

Dr. Kotoulas Vasileios

Vocational Training Center ΔΥΝΑΜΙΚΗ (DYNAMIC)

Trade Union of Karditsa

EETAA, Department of Thessaly

Shelter for women survivors of domestic, IPV and gender based violence of the Municipality of Larissa

Municipality of Plastira's Lake

Shelter for women survivors of domestic, IPV and gender based violence of the Municipality of Kozani

Counseling Center of Trikala

Advisory Center for Women of the Municipality of Kozani (Counseling Center for women victims of violence)

Eli Christoula

Counseling Center of Florina

TSIOURVA OLGA

Counseling Center of Larissa

Bar Association of Karditsa

Municipality of Karditsa

Advisory /Counseling Center for women victims of violence city of Ioannina

Association NAIA

Shelter for women survivors of domestic, IPV and gender based violence of the Municipality of Ioannina

Shelter for women survivors of domestic, IPV and gender based violence of the Municipality of Volos

Valakas Christos

National Center for Social Solidarity (EKKA), Department of Thessaloniki, Social Support Center of Foinika

Advisory Center for Women of the Municipality of Kalamata

Karditsa Gardens

Advisory Center for Women of the Municipality of Lamia (Counseling Center for women victims of violence)

Samatzis Babis

OAED (Karditsa's Department KPA2)

DAMAVAND AE

Mausidis Pavlos

WCK

Regional Department of Thessaly Labor Force Employment Organization (OAED)

"3P" - Kaliafas, S. - J. Pourdalas O.E.

Xristou Giannis

AHB Group SA (THEONI water)

Municipality of Elassona

TOURNAVITIS PANAGIOTIS

Photography & Cinema Club of Karditsa(LEFKK)

Psychiatric Clinic KASTALIA

UNHCR Department of Thessaly

Cooperative Bank of Karditsa

Action Aid Hellas

Karditsa's Police Department (Domestic Violence Services)

Ayako Iwatani

NGO ΓΕΦΥΡΑ (BRIDGE)

Center for Security Studies (KEMEA) Ministry of Citizen Protection

Lifelong Learning School of the University of Thessaly

Secondary Education Directorate of Karditsa Prefecture

Self-Help Promotion Program

Community Center of the Municipality of Palama (Prefecture of Karditsa)

Community Center of the Municipality of Moyzaki (Prefecture of Karditsa)

National Center for Social Solidarity (EKKA)

Office of Refugee Education Coordinators in Schisto

Community Center of the Municipality of Sofades (Prefecture of Karditsa)

Environmental Education Center of Mouzaki, Karditsa, Greece

Theatre Workshop ΟΨΕΙΣ (FACET)

Community Center with Roma Annex of the Municipality of Karditsa

ANKA

Europe Direct, Thessaly Information Center

Cultural Workshop ΡΟΔΑ (WHEEL), Social Cooperative Enterprise

ANNA VOUGIOUKAS

Community Center with Roma Annex of the Municipality of Karditsa

Chamber of Karditsa

WEGO!

Co-funded by the Rights,
Equality and Citizenship (REC)
Programme of the European Union

6 ANNEX - Stakeholder mapping template

General characteristics														
N o	Catego ry	Name of stakehol der	Typ e of act or	For m	Territorial/ governme ntal dimension	Size of the organisat ion	Specific area of intervention/ field of action	Pre-existi ng ties with the mapp er	Details on prexisti ng ties with the mapper	Pre-existing ties with other stakehold ers included in the mapping	Details on prexisting ties with other stakehold ers	Specif ic focus on gende r relate d issue s	Specif ic focus on gende r based violen ce	Workin g directl y with IPV surviv ors

Legenda:

Category: *Institutional actors, NGO and third sector, enterprises, expert, social partner*
Type of actor: Additional specification for each stakeholder within its category
Form: *public, private*
Territorial/governmental dimension: *European, national, regional, local*
Size of the organization: *little, medium, big, umbrella organization*
Specific area of intervention/field of action: *support victims of violence; support labor market inclusion; providing training; support housing inclusion; promoting women's rights and gender Equality; promoting worker's rights; promoting employers rights; research, business activity and specific sector*
Pre-existing ties with the mapper: *no ties, sporadic ties, regular ties*
Details on pre-existing ties with the mapper: Additional specification about the existing (if existing) ties with the mapper (e.g. previous collaboration for other projects)
Pre-existing ties with other stakeholder included in the mapping: *no ties, sporadic ties, regular ties* **NOT MANDATORY BUT TO BE INCLUDED IF AND WHEN AVAILABLE**
Details on pre-existing ties with other stakeholder included in the mapping: Additional specification about the existing (if known) ties with the other stakeholders included in the mapping (e.g. previous collaboration for other projects) **NOT MANDATORY BUT TO BE INCLUDED IF AND WHEN AVAILABLE**
Specific focus on gender related issue/gender based violence: *yes/no*
Working directly with IPV survivors: *yes/no* **EXTREMELY RELEVANT FOR PROJECT'S OBJECTIVES**

Relevance for the project actions (see the Stakeholder mapping Guidelines)			
Kind of power/ influence/impact Brief description of the main aspects considered (see guidelines)	**Level**	**kind of need/interest/ expectations** Brief description of the main aspects considered (see guidelines)	**Level**

Legenda:

Kind of power/influence/impact: see page 7 of the present guidelines
Level: *High/Low*
Kind of need/interest/expectations: see page 8 of the present guidelines
Level: *High/Low*

Level of priority
Necessary stakeholder /Desirable stakeholder/other recipient (priority of involvement, see guidelines)

Level of priority: priority of involvement for each stakeholder (Necessary, Desirable, Recipient), see page 8 of the present guidelines.

Potential Role in the project							
Promoting/ implementing women's labour market inclusion	Promoting/ implementing training targeting women	Promoting/ providing housing for women victims	Facilitating the creation of network protocols for the inclusion of women in the labour market	Dissemination of the project' results and promoting the debate	Providing financial support/promoting sustainability of the project's results	Mutual learning (transferring of good practices)	Other

Legenda

For every column, please report a brief description of the services/activities/specific tasks that the stakeholder could provide across the project duration

Contact references						Intensity of contacts	
Name	Address	Email account	Call number	Website	Social network account (LinkedIn, Facebook)	Date of contact	Ways of contact (mail, phone, direct meeting)

Legenda

Intensity of contact: Report the additional contacts (after the first one) with the stakeholder adding a row below the stakeholder's row and filling in the last two columns.

Partnership

The project involves 4 countries and six organizations:

ActionAid Italia, Italy
Istituto per la Ricerca Sociale (IRS), Italy
Rel.azioni Positive Società Cooperativa Sociale, Italy
Center for Sustainable Communities Development,Bulgaria
SURT - Fundació de dones, Spain
Women's Center Of Karditsa (WCK), Greece

WEGO!
wegoproject.eu