

# FAME

FEMINISM: ACTIONS AND MOBILISATION  
FOR AN INCLUSIVE ECONOMY

## Diagnosis of the capacity-building needs of feminist civil society organisations

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En partenariat  
avec



# DIAGNOSTIC REPORT ON THE CAPACITY BUILDING NEEDS OF FEMINIST CSOs

## Introduction

The **Feminism: Action and Mobilisation for an Inclusive Economy (FAME)** project is a feminist intermediary fund project led by an international consortium comprising Geres, the lead partner, and CARE, CONLACTRAHO (Latin American and Caribbean Confederation of Domestic Workers), Empow'Her Global, SAWDF (South Asian Women's Development Forum), and WACSI (West African Civil Society Institute). Supported by AFD and MEAE as part of the Feminist Organisations Support Fund, **the project's main objective is to strengthen the economic empowerment and agency of women, LGBTQIA+ people and feminist civil society organisations**, through both financial and technical support to organisations led by women and LGBTQIA+ people working to empower them economically.

Between 2024 and 2027, in 10 countries in West Africa, North Africa, South Asia and Latin America-Caribbean, it aims to support feminist CSOs so that they can be actors in an ecological and inclusive economic transition.

This assessment of their needs was carried out in 2024-2025 in order to identify priorities for organisational and technical strengthening of the organisations, with a view to adapting the support offered by FAME and producing recommendations for all technical and financial partners wishing to support feminist organisations.

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# EXECUTIVE SUMMARY

## 1. Context and approach

Developed as part of the Feminism: Action and Mobilisation for an Inclusive Economy (FAME) project, this assessment aims to identify priorities for organisational and technical strengthening of feminist civil society organisations in order to better support the economic empowerment of stakeholders in the ten countries covered by the project: Guinea, Togo, Benin, Morocco, Bolivia, the Dominican Republic, Ecuador, Pakistan, Sri Lanka and Bangladesh.<sup>1</sup>

The approach was mixed and participatory, combining:

- A quantitative survey (218 CSO respondents, typical targets of the FAME project).
- Interviews and focus groups in nine countries; Togo, Morocco, Benin, Bangladesh, Sri Lanka, Pakistan, Bolivia, Ecuador and the Dominican Republic.
- Collective workshops to present and co-develop recommendations.

## 2. Key findings

The feminist CSOs interviewed for the assessment show great diversity but share several common features. Most are **small organisations deeply rooted in their local areas**, often recently established, especially in Africa, and **operating with limited resources**. Their strength lies in **strong community mobilisation**, supported by **extensive volunteer work**. Nearly half have no paid staff at all and rely on committed activists working part-time. This commitment fosters solidarity and closeness, but also makes it difficult to ensure continuity of work. The teams are predominantly made up of women and report **organisational fatigue** and a lack of training for staff.

The types of projects carried out reflect this close connection with the field. Many CSOs develop clubs, discussion groups and activities to address gender-based violence, leadership, and sexual and reproductive health. The strong concentration on these themes (GBV and SRHR) also shows how inseparable they are from women's and LGBTQIA+ people's economic autonomy. At the same time, the CSOs organise vocational training in sewing, cooking, crafts, food processing or recycling, and provide psychosocial and legal support. Others promote feminist entrepreneurship, awareness-raising campaigns on gender norms, or creative advocacy initiatives. The inclusion of LGBTQIA+ people remains only partial, often constrained by legal and social contexts.

The CSOs highlight **significant internal structural difficulties**. Most struggle to access stable funding that would allow them to cover recurring costs such as salaries, rent and management tools. While the projects they propose generally remain consistent with the organisations' values and priorities, **funding arrangements often lack flexibility**, limiting their ability to adapt activities to the specific needs of their contexts. This way of operating weakens long-term planning. The organisations also report a **lack of technical skills** for preparing strong proposals, identifying partners or formalising their practices. At the same time, governance often remains weakly structured. Internal decision-making mechanisms are sometimes unclear or insufficiently horizontal. Several teams express the need to strengthen transparency, update their governance manuals and promote more participatory forms of leadership.

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<sup>1</sup> The findings presented relate only to the feminist civil society organisations (CSOs) surveyed by members of the FAME consortium as part of the project and therefore do not necessarily reflect all civil society organisations in these countries.

External obstacles exacerbate these challenges. **Many CSOs operate in politically unstable environments**, where state surveillance, administrative restrictions or political pressures hinder their work. Some report **instances of harassment or threats** because of their engagement. A lack of support from public institutions, discriminatory laws, particularly regarding land rights or rural women's access to resources, restrictive social and religious norms and persistent gender stereotypes further complicate their mission. **Intersectional discrimination** is especially pronounced against LGBTQIA+ people and women from Indigenous or Afro-descendant communities. Added to this are **economic and material barriers**, including limited access to credit, inadequate infrastructure, intra-community tensions and a lack of collaborative networks between CSOs, which are often isolated or competing for the same funding.

In terms of organisational skills, the assessment reveals solid but uneven foundations. According to the CSOs' self-assessment, **community mobilisation, communication and project management are well developed**, but **financial management, fundraising and monitoring and evaluation still need strengthening**. Few organisations have precise tools to measure the impact of their projects, and evaluation is rarely systematic. This limitation undermines their ability to demonstrate results and to access larger sources of funding.

The **digital divide** represents another major challenge. While most CSOs use computers, smartphones or social media, **access to equipment remains uneven and their mastery of digital tools is limited**. Many lack training in website management, newsletter creation or the use of professional messaging applications. There is a strong expressed need for support in digitalisation, cybersecurity and the strategic use of digital tools.

The **ecological dimension** is now present in the vast majority of these CSOs, but **its integration remains often sporadic and poorly supported**. The CSOs report a growing interest in feminist ecology and a just transition, but highlight a **lack of access to green funding, networks supporting the sustainable economy and partnerships with actors in ecological development**.

The CSOs carry out strong **local advocacy actions**, including public campaigns, institutional advocacy and media initiatives, but they lack formalised strategies, communication plans and tools to evaluate the impact of their interventions. **Alliances between organisations remain fragile**, and many express a **desire to strengthen regional feminist coalitions**, develop their skills in strategic communication, storytelling and crisis management, and benefit from spaces for sharing experiences and good practices.

### 3. Conclusion and Key Recommendations

The diagnostic highlights a community with shared concerns, feminist CSOs rooted locally and driving social change, but facing common structural challenges: a lack of sustainable funding, over-stretched teams, weakly formalised governance, limited management tools, and a persistent digital divide.

To address these challenges, the FAME consortium has identified a set of recommendations on which it has based its strategy for supporting CSOs, both at the global level and tailored to the specific needs of CSOs in each country of intervention. To date, more than 80 CSOs are benefiting from support tailored to their needs. We share these recommendations with technical and financial partners who support feminist civil society organisations, focusing on seven areas:

#### Tailored Capacity Strengthening

- Combine technical training, strategic support and mentoring.
- Value practical learning and peer-to-peer exchange.

- Offer hybrid and multilingual formats, including in-person, e-learning, coaching and mentoring.
- Raise awareness of intersectional discrimination and LGBTQIA+ issues within training tools and community projects.

→ FAME offers tailored technical support with teams dedicated to providing individual support to CSOs and organises training courses tailored to the needs expressed by CSOs.

### **Inclusive ecological transition**

- Promote local ecological initiatives and develop skills in feminist ecology through sustainable resource management, women-led green cooperatives and access to green funding.

→ FAME enables CSOs, including cooperatives, to finance environmentally friendly projects and ecological agricultural or energy experiments.

→ FAME assists supported CSOs in developing their environmental charter.

### **Sustainable and Feminist Funding**

- Support access to funding aligned with structural needs.
- Promote economic diversification through income-generating activities such as crafts, paid workshops and solidarity restaurants.
- Improve access to climate funds and inclusive financing mechanisms.

→ FAME offers access to financing based on needs, including structural needs.

→ FAME offers capacity building on fundraising and supports CSOs in formalising their resource mobilisation strategy.

### **Inclusive Digital Transition**

- Strengthen digital skills and cybersecurity.
- Provide training in collaborative tools, websites and social media.
- Fund basic equipment and internet access.

→ FAME enables CSOs to finance equipment, operating costs and staff training.

### **Strengthening Collective and Inter-Organisational Learning, Exchange and Mentoring**

- Promote intergenerational knowledge transfer.
- Support cooperation between local organisations to share resources, tools and good practices.

→ FAME encourages skill-sharing and alliances between CSOs by organising joint training sessions, communities of practice and providing spaces for joint advocacy.

### **Structured Feminist Advocacy**

- Promote institutional recognition of CSOs.
- Value their knowledge, narratives and local practices as levers for political influence.
- Support the development of advocacy strategies.
- Strengthen capacities in strategic communication, storytelling and crisis management.
- Create tools to monitor and measure the impact of campaigns.

- Encourage CSO participation in public and political spaces.

→ FAME supports CSOs in strengthening their monitoring and evaluation capacities and structuring their communication and advocacy.

→ FAME funds collective mobilisation actions to encourage CSO networking and skills development in the field of advocacy.

### Recognition and Security of CSOs

- Assist CSOs in understanding and analysing their legal environments.
- Strengthen the physical, digital and psychosocial security of teams.

→ FAME supports CSOs in developing their risk identification and mitigation plans, particularly with regard to backlash.



## DIAGNOSTIC METHODOLOGY

This diagnosis is part of the **Feminism: Action and Mobilisation for an Inclusive Economy (FAME)** project, which aims to strengthen the economic empowerment and agency of women, LGBTQIA+ people and feminist civil society organisations (CSOs) in the Global South. More specifically, this diagnosis aims to **identify the capacity-building needs of feminist CSOs, to better understand their realities on the ground and to highlight the systemic barriers that limit their action.**

The study covers the **ten target countries of the project**: Togo, Benin, Morocco, Guinea, Bangladesh, Sri Lanka, Pakistan, Ecuador, Bolivia and the Dominican Republic. It is part of a commitment to co-construction with consortium members and CSOs, to networking among CSOs themselves, and to systemic transformation, with a view to an **economic, ecological, and inclusive transition led by the CSOs themselves.**

### Methodological approach

This study is based on a **mixed and participatory approach**, combining quantitative survey tools, qualitative data collection methods and collective reflection workshops, with a constant focus on ethics, informed consent and respect for local dynamics, in order to feed into the decolonial approach of the FAME project and the FSOF.

Data collection began with mapping work carried out by consortium members at the start of the FAME project. In the ten countries, members identified civil society organisations that met the FAME project criteria, namely organisations led by a majority of women or LGBTQIA+ people, with the aim of contributing to gender equality and in particular the economic empowerment of women and LGBTQIA+ people, and which were remote from funding opportunities or had internal structuring needs.

An **initial survey** was developed by the consortium at the start of the project, primarily to gain a better **understanding of the types of target CSOs and to identify their funding needs**, so that the FAME funding mechanism could best respond to the accessibility challenges faced by CSOs and their needs. This survey, conducted using the KoboCollect tool, was unique in that it was administered by the teams of the FAME consortium members themselves in the form of interviews, in order to limit connection issues and misunderstandings of the questions, and above all to enable the consortium to begin forging links with CSOs with a view to partnership. Given its purpose, this survey remains open throughout the project and to date, 235 CSOs have responded.

This CSO database and the responses already collected have served as the **basis<sup>2</sup> for a new study dedicated in particular to capacity-building needs**, which is the subject of this report.

It is structured around four main stages:

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<sup>2</sup> The capacity-building needs assessment questionnaire allows CSOs that have already completed the financial needs questionnaire to skip certain questions so as not to answer them twice. Data from the financial needs survey were taken into account for this assessment.

## 1. Shared framing and co-construction of tools

The **Empow'Her** team, a member of the FAME consortium, led the **complete methodological design** of the assessment: clarification of objectives, drafting of tools (quantitative and qualitative), construction of the analysis grid, and definition of the 10 main themes explored.

The consortium partners, present in the various countries, were **closely involved** in finalising the tools and conducting the fieldwork. CSOs were consulted at each stage, with a view to ensuring their active participation.

## 2. Quantitative survey: 218 CSO respondents

An **online questionnaire** hosted on the *Airtable* platform was distributed by consortium members to their CSO networks in the ten target countries, and in some cases, FAME project officers from consortium members assisted with its completion. The questionnaire enabled each organisation to:

- **Self-assess its internal capacities**, practices, obstacles and priorities for strengthening;
- And **provide data** on its positioning, actions, ecosystem and needs.

231 people started the questionnaire, and **218 validated the consent questions** and completed all the sections relevant to the analysis.<sup>3</sup>

The questionnaire was structured in two parts:

- A first part designed to **map** the ecosystem of organisations committed to the economic empowerment of women and LGBTQIA+ people;
- A second part dedicated to **diagnosing capacity-building needs**, open only to respondents who identified themselves as feminist civil society organisations.

## 3. Qualitative data collection: interviews and focus groups in eight countries

To **contextualise and deepen** the data from the online survey, **qualitative data** was collected through semi-structured interviews and focus groups, based on a common framework developed by Empow'Her and reviewed by the consortium members.

A total of **23 qualitative sessions were conducted** by the FAME project managers of the consortium members, involving **33 feminist CSOs located in Togo, Morocco, Benin, Bangladesh, Pakistan, Sri Lanka, Bolivia, Ecuador and the Dominican Republic**.

Depending on the case, the focus groups brought together several CSOs from the same country or several members of the same organisation. By giving prominence to personal accounts and concrete examples, these exchanges made it possible to explore the diversity **of organisational trajectories and contexts of intervention, to clarify structural difficulties, and to identify inspiring practices**.

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<sup>3</sup> Of the 218 respondents to the Airtable questionnaire, 106 indicated that they had responded to the survey on the typology of financial needs and were therefore not asked the same questions again.



#### 4. Feedback workshops and collective formulation of recommendations

In order to ensure a feminist, collective approach rooted in real-life experiences, the report's recommendations were **co-developed with the consortium partners** during two collective intelligence workshops organised in June 2025. These exchanges provided an opportunity to compare analyses, share experiences and identify shared priorities. For the Empow'Her team, this involved:

- Present the **initial quantitative and qualitative results of the assessment**;
- **Collect feedback, ideas and suggestions** from partners;
- And **co-develop a set of operational recommendations** in line with the realities of CSOs.

During these workshops, Empow'Her members led structured discussions around three themes:

1. Thematic content to be explored in greater depth through capacity building in the FAME project;
2. Technical, structural and organisational content,
3. Tool and support formats to be prioritised in the capacity building activities planned by FAME.

These exchanges enriched the assessment: **collective intelligence** made it possible to anchor the proposals in **practical knowledge, concrete experiences and cross-regional perspectives**.

#### Limitations of the research

Throughout the data collection process, the Empow'Her team took several precautions to ensure ethical, protective conditions conducive to free and informed participation. The **consent of participants** was systematically obtained for both the quantitative survey and the qualitative interviews. In addition, all responses were **anonymised** during data analysis and the drafting of this report.

With regard to the **quantitative data collection** in particular, the data collected shows an **uneven geographical distribution**. Of the 218 fully completed questionnaires, nearly half came from organisations based in Africa (107), compared to 61 in South Asia and 50 in Latin America<sup>4</sup>. This disparity was **taken into account in the analysis** by systematically incorporating regional perspectives into each section of the report in order to **limit interpretation bias** and best reflect the specific characteristics of each area.

The methodology relies heavily on **self-assessments** carried out by CSOs themselves, concerning their skills, practices and needs. While this approach has the advantage of reflecting the perceptions and priorities experienced by organisations, it can also involve **subjective biases**. To enhance the reliability of the analysis, the questionnaires asked organisations to comment **on both their level of expertise and their identified needs**, and these responses were **triangulated** with data from qualitative interviews. These exchanges enriched the analysis with **concrete examples, contextualised accounts and details on the contexts of action**.

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<sup>4</sup> It should be noted that this disparity roughly reflects the distribution of funds allocated to local CSOs under the FAME project, in line with the criteria of the FSOF Economic Empowerment, which required a minimum of 50% of grants awarded to local CSOs for the African countries targeted in the call for proposals.



Finally, it is essential to remember that this report is part of the **FAME project**. As such, much of the data was collected from organisations identified by **members of the consortium**. Nearly 80 CSOs among them currently receive financial and technical support under the programme, and the rest may wish to benefit from it. It is therefore **neither a representative sample** nor an exhaustive overview of feminist CSOs operating in the ten target countries. Furthermore, only organisations equipped to complete an online questionnaire (internet connection, digital literacy, etc.) or those that were assisted in doing so by a member of the consortium responded to the quantitative survey, which means that certain organisations are not represented. The purpose of this assessment is to **better understand the needs of the organisations targeted** by the FAME project, to **map their local dynamics**, and to identify the most relevant levers for action to be put in place to **strengthen them in the long term**. It should be noted that this broad approach does not replace the local support provided by the helpdesks of each consortium member to each of the CSOs supported by the project.

## A working basis for the rest of the FAME project

This report was designed as a **structural foundation** to guide the next stages of the FAME programme, in particular the **design and adaptation of training content**, the development of **support methods**, and **strategic support for beneficiary CSOs**. All of the results presented here will feed into the implementation of tailored pathways, in line with the needs expressed by organisations on the ground.

## I) PROFILES, STRUCTURES AND COMPOSITION OF PARTICIPATING FEMINIST CSOs

### Diversity of legal status and fields of action

Among the organisations that responded to the online questionnaire, **89.4%** (195) **stated that they were CSOs**. Of the remaining responses, 4.6% represented foundations and philanthropic organisations, 3.7% represented private sector organisations and companies, 1.8% represented international institutions and intergovernmental agencies, and 0.5% represented government organisations and national public agencies<sup>5</sup>.

At the international level, the majority of CSOs surveyed (73%) identified themselves as **associations or NGOs working for gender equality, women's empowerment and the defence of human rights**. This represents 65% of the total number of CSOs surveyed (142 out of 218), with a high concentration in Africa (79) and Asia (45).

However, behind this majority lies significant structural diversity, as confirmed by field interviews. Several CSOs combine community-based approaches, psychosocial intervention, advocacy, humanitarian action and vocational training. Others, which are more emerging, are groups of young feminists, informal collectives or cooperatives structured around economic activities.

Other types of CSOs mentioned in the questionnaire include:

- 38 associations of young feminists or young female leaders
- 33 associations defending key groups (LGBTQIA+ people, people with disabilities, ethnic or religious minorities, etc.)

At the regional level, there are some differences:

- In Asia, the second most frequently cited type of organisation is vocational training centres and capacity-building institutes for women (19 CSOs out of 55 respondents).
- In Latin America, the most represented structures after traditional NGOs are women's trade unions (e.g. domestic workers, agricultural workers) and confederations of women from the same economic sector (textiles, crafts, sex work, etc.).

### Seniority and roots in the territories

The interviews conducted in the eight (08) countries highlight another key point: **the territorial roots** of CSOs, which have often been established in disadvantaged rural or urban communities for more than 10 to 40 years.

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<sup>5</sup> Some of the respondent organisations can be viewed on the interactive online map hosted on the FAME website: <https://fameproject.org/fr/lecosysteme/>

The quantitative results confirm this observation. Most organisations operate at **the national** (63% of respondent organisations) **and local** (60%) **levels**. Few of them operate at the international level. In Asia, the local level (84% of Asian organisations) predominates over the national level (47%).

Some CSOs in Asia and the Maghreb, although legally long-established, are currently undergoing a **process of reorganisation, strategic updating or intergenerational transition** (e.g. the need to train the next generation, integrate young feminists, etc.).

In Asia and Latin America in particular, CSOs seem on average **to be older and better institutionalised** (31% created before 2000, and a total of 53% before 2010 for Asia, and 47% before 2000, and a total of 70% before 2010 for Latin America). This may explain their ability to maintain a more stable salaried team, compared to much more recent African CSOs (39% of CSOs were created between 2011 and 2020 and 31% after 2020, i.e. 70% after 2010).

Similarly, quantitative responses on the identification of barriers for women and LGBTQIA+ people in accessing productive resources demonstrate a **detailed knowledge of the field and the realities faced by the social groups that CSOs mobilise and represent**. They appear to be deeply connected and attached to the beneficiaries and are locally rooted among the target communities.

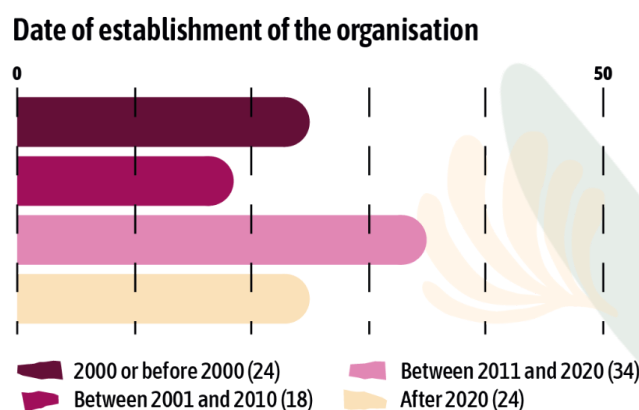


Figure 1.

## Operations: a small number of projects, but aligned with the mission of CSOs

Overall, **the majority of organisations carried out between one and three projects in the previous three years**: 57% in 2022, 58% in 2023 and 66% in 2024. This percentage is relatively in line with the number of CSOs that did not carry out any projects in previous years: 19% in 2022, 15% in 2023 and 9% in 2024.

**In the field, focus groups show that most projects are designed according to donors' calls for projects, without always being able to anchor themselves in their own strategic vision.** Nevertheless, for 95.4% of respondents, **these projects are always aligned with the organisation's mission** as described in its statutes. Organisations highlight a **pressing need for structural funding** to cover recurring costs (rent,

salaries, management tools), as well as a lack of internal skills to build strong funding applications or identify the right partners.

In addition, most CSOs are experiencing a period of growth, or plan to do so:

- 16.5% of organisations are in the **process of launching and structuring their organisation**
- 52% are **growing rapidly**,
- 22.5% of CSOs are **scaling up** and growing or planning to grow rapidly.
- 9% of organisations are facing a **slowdown**, half of them for internal reasons and half for external reasons (political and social). In Latin America, 19.5% (8) of CSOs are in a slowdown phase.

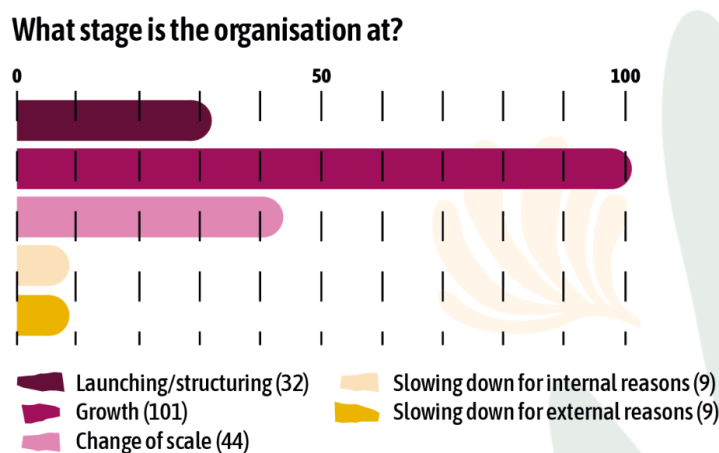


Figure 2.

## CSO budgets: diverse organisations

Of the 218 CSOs surveyed for the capacity-building needs assessment, 106 responded to another FAME survey on the typology of their financial needs (which received 235 responses). This survey provides information on their budgets, giving us an idea of their size and financial management capacities. There are disparities between regions. In West and North Africa, 23% of CSOs have an annual budget of between €1,000 and €10,000, and 17% have a budget of between €10,000 and €50,000. In Latin America and the Caribbean, CSOs have more varied budgets. In South Asia, half of CSOs have a budget of between €1,000 and €50,000 per year. It should be noted that a large proportion of CSOs did not disclose their annual budget, either because they did not know what it was or for reasons of confidentiality, despite promises of anonymity.

## Size of salaried teams: small or very small structures

Overall, the size of salaried teams remains modest:

- 19% have no employees

- 40% of CSOs report having between 0 and 5 employees
- 28% have between 6 and 20 employees
- Only 8% have between 20 and 50 employees, and 5% have more than 50 employees.

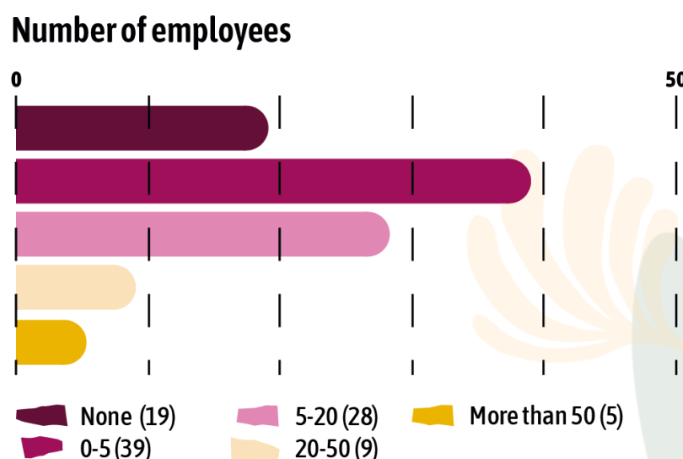


Figure 3.

The situation varies by region:

- In Africa, nearly 48% have between 0 and 5 employees and 26% have none.
- In Latin America and Asia, around 47% of CSOs surveyed say they have between 5 and 20 employees. This can potentially be explained by the greater seniority of CSOs in Asia and Latin America.

<b><u>Number of employees in organisations</u></b>	<b>% of respondent s GLOBALLY</b>	<b>% of respondent s from Africa</b>	<b>% of respondent s from Asia</b>	<b>% of respondents from Latin America</b>
Between 0 and 5 employees	40	47	33.5	17.5
Between 5 and 20 employees	28	16	47.5	47
No employees	19	26	0	17.5
Between 20 and 50 employees	8	8	9.5	12
More than 50 employees	5	3	9.5	6

Among organisations with no employees, **operations often revolve solely around volunteers or part-time activists**. It is therefore interesting to also look at the mobilisation of unpaid human resources within organisations.

## Volunteer mobilisation: a powerful but fragile lever

Non-salaried members play a central role in the functioning of CSOs:

- **46% of CSOs mobilise more than 11 unpaid members**, half of which mobilise more than 30 people on a regular basis.
- 29% have between 6 and 10 unpaid members.
- **Only 8% do not call on volunteers, or do so only rarely.**

CSOs that responded to the questionnaire in Africa have more non-salaried members. This seems to be in line with the number of salaried employees in these organisations, which is lower in African countries.

The frequency of mobilisation and recruitment varies:

- 39% of organisations **solicit these non-salaried members on a daily or weekly basis**.
- 28% do so once or twice a month.
- 23% mobilise them once a quarter.

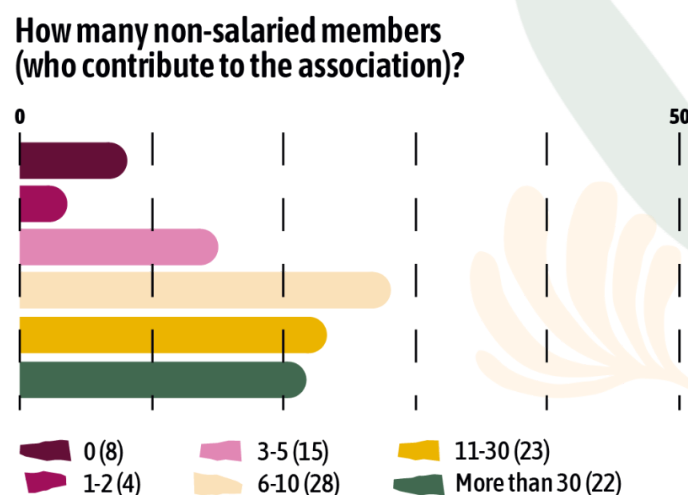
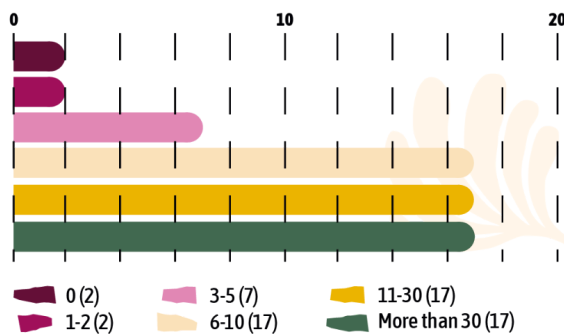


Figure 4.

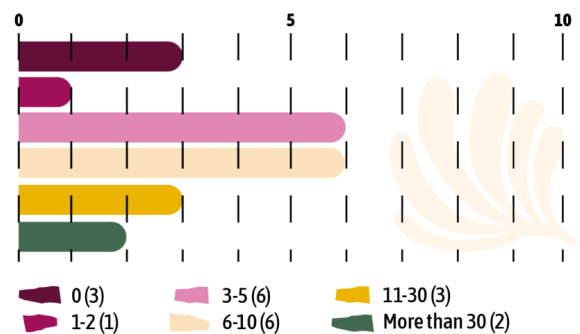
How many non-salaried members  
(who contribute to the association)?

Africa



How many non-salaried members  
(who contribute to the association)?

Asia



How many non-salaried members  
(who contribute to the association)?

Latin America - Caribbean

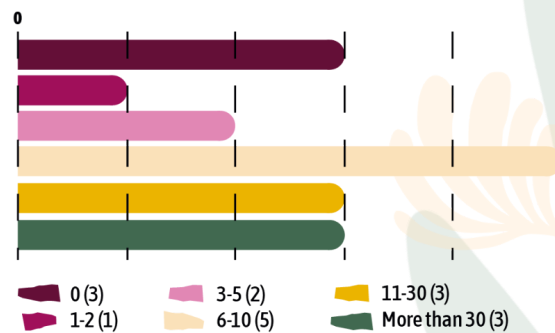


Figure 5.

**Volunteers are essential assets within organisations and are therefore provided with training and responsibilities in some CSOs:**

*"We are currently developing an annual capacity development framework that will institutionalise learning pathways for staff and volunteers."* (Focus group, Bangladesh)

*"Decisions within our organisation are made taking into account the views of volunteers and the communities we serve, so that everyone has a say before the board of directors gives its final approval."* (Focus group, Sri Lanka)

This strong community engagement is a key strength (support on the ground, social roots, local relays, etc.), but also a source of vulnerability:

*"We have a very dynamic team, but it is almost entirely made up of volunteers. **This makes it difficult to ensure continuity or delegate certain responsibilities.**"* (Focus group, Morocco)

*"When volunteers leave, **a whole memory is lost.**"* (Focus group, Togo)



*“Due to a lack of funds, technical and administrative staff have not been hired, which affects the sustainability of the work, as the volunteers are graduates and will leave, resulting in a **brain drain**.” (Focus group, Ecuador)*

*“Our team consists of five board members who oversee the direction of our association, a small number of salaried employees who manage day-to-day activities, and a group of dedicated volunteers who support events and community efforts.” (Focus group, Sri Lanka)*

## The role of women and diverse profiles

**Women are particularly well represented among paid human resources** (81% of CSOs report that the majority of employees are women) **and unpaid human resources** (75%). A slightly higher proportion of men appear to be involved as unpaid human resources.

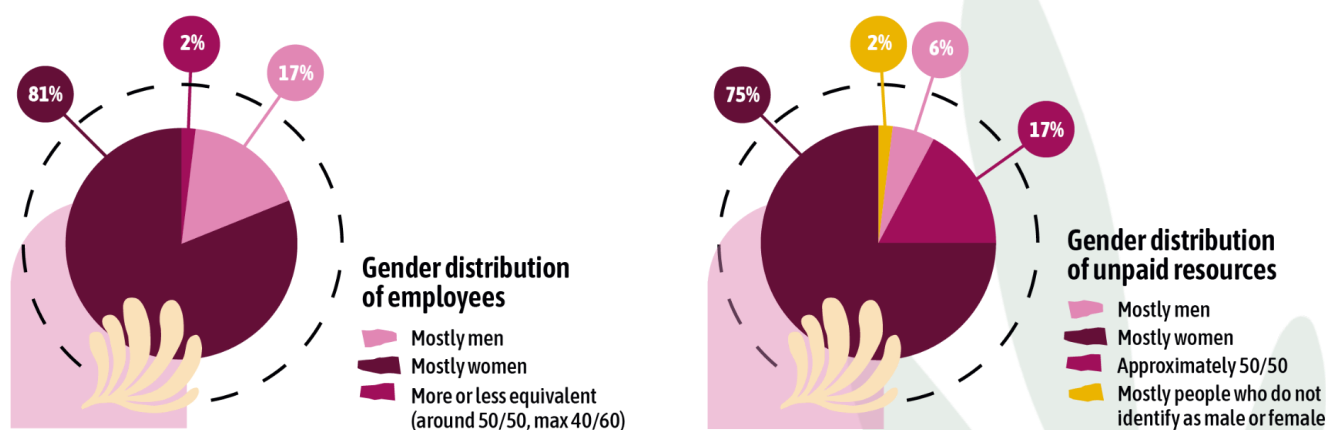


Figure 6.

These trends are also found among respondents in Africa. However, the distribution is more variable in Asia, where organisations are more mixed, and in Latin America, where employees and members are overwhelmingly women.

However, several interviews highlight a **growing diversity of profiles: young people, rural dwellers, LGBTQIA+, craftswomen, former beneficiaries who have become agents of change, etc.**

**Some CSOs emphasise the role of lived experience as a vehicle for transformation, valuing resilience and empowerment among their members.**

## Main languages spoken by CSO teams

In Africa, the **main language spoken** by teams is **French** (88% of organisations in Africa), with some organisations using Arabic, Sussu, Fon, Yoruba and English. In addition, the four other main languages that the responding CSOs indicate they are proficient in are **English** (44% of CSOs in Africa), **French** (11%), **Fon** (20%) and **Fulani** (14%). For Africa, this seems to indicate that **in 99% of CSOs, French is a language**

**spoken by the teams** and that capacity building could be carried out in this language. However, this figure should be qualified for Morocco, which is under-represented in this assessment: out of 9 responding CSOs, 6 indicated Arabic as their main language. On the other hand, 7 indicated that they were proficient in French among the secondary languages mastered and spoken by team members.

In Asia, the main language spoken is **Bengali** (54% of Asian CSOs), but this is explained by the higher representation of Bangladeshi CSOs among the respondents (59%). In Sri Lanka, the language spoken mainly by the responding CSOs is **Sinhala** (66% of CSOs in Sri Lanka), and in Pakistan, **Urdu** and **English** are the two main languages. In Bangladesh, all of the responding CSOs that indicated Bengali as their main language (93%) also indicated that their teams were proficient in **English**. In Sri Lanka, 73% of CSO teams appear to be proficient in English. In total, **90% of respondent CSOs in Asia indicate that CSO teams are proficient in English**.

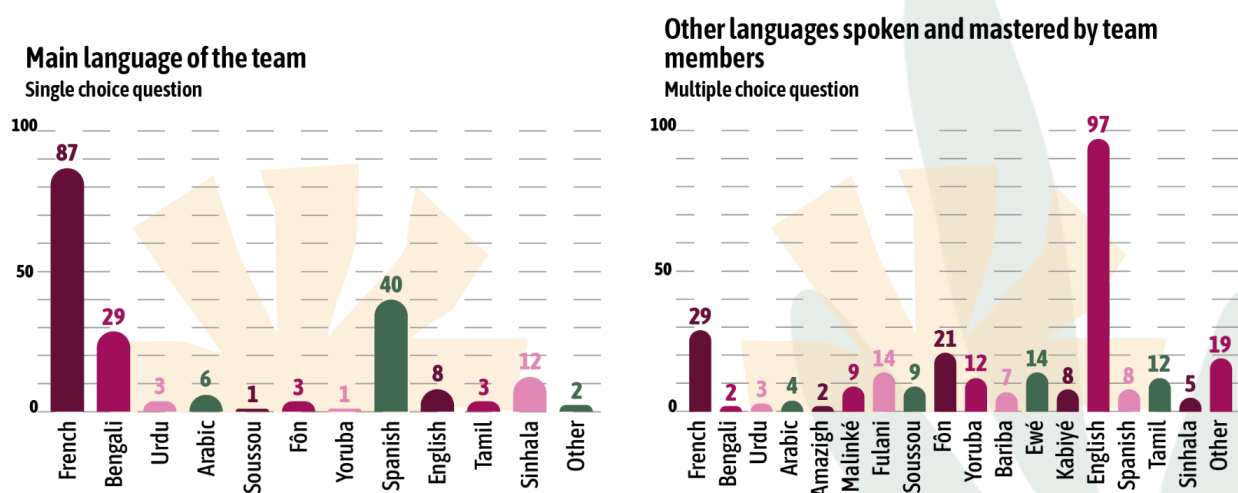


Figure 7.

Finally, in Latin America, 98% of CSOs are proficient in **Spanish** as the main language spoken by their teams. However, **only 28% of respondent CSOs indicated** that their teams are proficient in **English** as an additional language.

It is therefore easy to see the importance of **adapting the content that will be offered to organisations for the rest of the FAME project in relation to the languages they speak**. While French for the four target countries in Africa and Spanish for the target countries in Latin America appear to be the main languages spoken within the teams, CSOs in Asian countries will probably be more comfortable with content in Bengali, Sinhala and Tamil.

## Specific support needs:

- Capacity-building actions must **take into account the wide diversity of CSOs in terms of size, status and profile**. A one-size-fits-all approach will not suffice; it is important to incorporate support that is tailored and adapted to each organisation, at least in part.
- It is essential to support **intergenerational dynamics**, formalise learning and embed inclusive management practices.
- Although volunteer work is a driving force, it makes structures precarious: **investing in stable human resources, mentoring, or training** the next generation is a priority.
- Most of the organisations surveyed are small but growing, so the capacity building offered as part of the project must include **content and tools to prepare their structures for growth and development** (particularly in Africa and Asia).
- It is also important to bear in mind the formats in which capacity-building content can be delivered most effectively. **Taking language barriers into account**, particularly for CSOs based in South Asia, is essential to ensure appropriate and truly educational support.



## II) AREAS OF INTERVENTION AND PRIORITY ISSUES FOR FEMINIST CSOs

### Three priority themes, shared internationally

In the survey, the question on areas of intervention allowed responding CSOs to give multiple answers. Quantitative analysis reveals a strong concentration around the following areas:

- Capacity building and women's leadership (78% of respondent CSOs)
- Combating gender-based and sexual violence (GBV) (75%)
- Sexual and reproductive health (SRH) (60%)

These three areas of intervention dominate in all regions, with varying but consistently high levels of engagement. They are interdependent: several CSOs assert that **women's economic and social empowerment cannot be achieved without a framework of security, rights and health that is respected**. This is also reflected in the qualitative interviews with the organisations, which regularly mention these themes among their key areas of intervention.

This triptych of GBV, SRHR and leadership is found in all geographical areas, including volatile contexts (flood-prone coastal areas, marginalised neighbourhoods, remote rural areas).

### Other important themes: economic inclusion, gender norms, education

The next three most important areas in the survey are:

- Access to education and vocational training (60%)
- Professional equality and economic inclusion (59%)
- Transformation of social gender norms (50%)

These priorities are particularly pronounced in Africa and Asia, where many CSOs have developed programmes to support schooling, girls' clubs, entrepreneurial skills building and support for employment or income-generating activities.

**Several African CSOs also mention the importance of addressing social perceptions. Similarly, the theme of economic empowerment in relation to the environment is also widely present (65%).**

*"The organisation's mission is to contribute to sustainable development by **involving women as actors in development and environmental protection** in Togo." (Focus group, Togo)*

In Asia, 61% of responses indicate that **women's and LGBTQIA+ entrepreneurship** is one of their areas of focus. In Pakistan, for example, vocational training, microenterprise development and green

entrepreneurship projects are key areas of programmes targeting women and transgender communities. Programmes often focus on promoting inclusive economic participation and changing harmful gender norms, while addressing barriers such as limited access to markets or financial services, once again demonstrating the interdependence of different issues. In Latin America, the theme of **decent work and workers' rights** predominates (60%). This can be explained by the themes covered by the consortium members who mobilised CSOs for this survey. SAWDF in Asia is more focused on entrepreneurship, while CONLACTRAHO in Latin America focuses more on trade union and domestic work issues.

*"The president participated in the Congress of the Trade Union Confederation of the Americas not only out of personal conviction, but also as a representative of her organisation, which is committed to social justice."* (Focus group, Ecuador)

*"Our main activities focus on education and entrepreneurship to help women become self-sufficient. We talk openly about women's rights and try to create a safe space to support our LGBTQIA+ neighbours, even though it is not easy here."* (Focus group, Sri Lanka)

## Less covered but strategic themes

Three themes appear to be significantly less covered:

- Access to productive resources and assets (25%)
- Economic policies and feminism (21%)
- Work-life balance policies (8%)

During interviews with CSOs, several expressed a **growing interest in the systemic dimension of inequalities**: public policy reform, gendered taxation, and the link between the economy, climate and gender.

*"[The organisation's] mission and vision are to promote the strengthening and coordination of the broad and diverse women's movement, with a focus on strengthening intercultural parity in democracy as part of the process of depatriarchalisation."* (Focus group, Bolivia)

## Diversity of approaches and inspiring local initiatives

The organisations mapped by the quantitative analysis rely on different modes of intervention, the two most common being **training and capacity building** (92%) and **awareness-raising, communication and education campaigns** (83%).

**Development projects, advocacy actions** and **community mobilisation** are also particularly common among these organisations.

Organisations in Asia also appear to be very involved in **emergency response** (63% of organisations in Asia compared to 41% of organisations overall).

### Organisations' modes of action

Several possible answers



Figure 8.

In addition, the qualitative approach highlighted concrete practices rooted in the realities of the beneficiaries:

- **Girls' and teenagers' clubs:** in Bangladesh, a CSO has set up around 50 clubs to discuss GBV, leadership and sexual health.
- **Vocational training:** sewing, cooking, recycling, crafts, food processing, etc.
- **Psychosocial and legal support:** hotlines, counselling centres, mediation, guidance.
- **Feminist entrepreneurship:** support for hundreds of women to set up their own micro-businesses, sometimes linked to the green or circular economy.
- **Work on standards:** visual campaigns in police stations, radio programmes, mobilisation of religious leaders, development of a feminist government agenda.
- **Alliances and cooperation:** collectives, coordination between women's organisations and actors in their ecosystem (decision-makers), women's and feminist cooperatives.
- **Gender, climate and social justice:** waste management projects led by young women, reforestation initiatives involving women in the community.

In Bangladesh, for example, an organisation is also running a plastic waste reduction project that mobilises young people and women around sustainable waste management and small community recycling initiatives. This approach links environmental awareness and economic empowerment.

### Priority targets: women, girls... but LGBTQIA+ inclusion is still only partial

The main targets of CSOs are:

- adolescent girls and young women (schooling, prevention of early marriage, discussion clubs) (88% of organisations)



- rural women (77%),
- women in precarious and socio-economically vulnerable situations (73%)
- single women who are heads of households (widows, young mothers, etc.) (63%)
- elderly women (57%)
- women with disabilities (51%)

In addition to the above targets, which are common to all three regions, the typical organisations supported by the FAME consortium partners have specific targets that are less focused on than in other regions. For Asian organisations, **women entrepreneurs** are one of the main targets (67%). In Africa, **children** are also an important target for organisations (53%). Finally, in Latin America, **women of African descent and indigenous peoples** are also among the main target populations of organisations (53%).

Although the results of the quantitative survey do not show LGBTQIA+ populations among the primary targets of CSOs (26% of CSOs), some focus groups nevertheless mention specific support for them, particularly:

- in West Africa, where at least two CSOs report already supporting LGBTQIA+ people in their actions, sometimes in relation to violence or exclusion.

*"The association is actively engaged in defending human rights and continues to campaign for justice, equity and dignity for LGBT+ people."* (Focus group, Togo)

- In Latin America, one CSO indicates that in its work with the LGBTQIA+ movement, it maintains a strategic alliance with the national trans, lesbian, gay and bisexual community.

In Asia, CSOs express their **desire to be more inclusive** and indicate that their projects and actions remain open to LGBTQIA+ people, but struggle to find the right training tools.

The visibility of these groups remains fragile in field projects, but their presence is very real.

*"The association faces **administrative obstacles to the recognition and legal operation of its activities, particularly those related to LGBT+ rights**. There are also implicit national restrictions that limit freedom of expression and action on sensitive issues. Added to this are strong social stigmas, fuelled by an unfavourable political and cultural context, which exposes members to risks of discrimination, intimidation and sometimes violence, particularly during public activities or in rural areas."* (Focus group, Togo)



## Specific support needs:

- Strengthen the capacity of CSOs to **link gender and intersectionality, economy and climate justice issues** in their interventions.
- Support the **testing and capitalisation of local best practices** in order to replicate them.
- Support **the gradual integration of LGBTQIA+ issues** through training, alliances and secure community dialogue.
- Increase support for CSOs wishing to get involved in **economic policy or fiscal justice**, which are still under-addressed.



### III) INSTITUTIONAL ENVIRONMENT, CONTEXTUAL OBSTACLES AND SECURITY

#### Unequal political and legal contexts, sometimes hindering

The institutional environment in which feminist CSOs operate varies greatly from one country to another, but cross-cutting difficulties emerge from the data collected.

According to quantitative analysis, while **59% of CSOs consider their relations with public institutions in their country to be fairly favourable to very favourable**, and **49% consider their relations with private actors to be fairly favourable to very favourable**, 45% of CSOs report **constraints related to local legislation or regulations**, and 38% mention a **lack of support from public institutions**. These challenges are more pronounced in Africa and Latin America, where public policies promoting women's rights remain limited or unevenly applied.

- **National laws and regulations appear to be a significant obstacle** for some of the CSOs surveyed: **a quarter** of them consider that they hinder their actions to a certain extent or even significantly.
- **State surveillance and government restrictions** also hinder 22.6% of CSOs.
- Twenty-nine per cent of CSOs are "somewhat" or "significantly" **hindered in their activities by political pressure or attempts at censorship**, and 28% by **threats of harassment or violence from authorities** or other groups because of their engagement.
- **Political changes can also have a hindering impact** on CSOs ("somewhat" or "significantly" for 38% of them).
- 46% of CSOs reported a level 4 or 5 when assessing the intensity and negative impact of **restrictions on CSO funding**. Half of the responses therefore indicate that this is a worrying obstacle that weighs heavily on their actions.

On the ground, these figures are brought to life through concrete testimonies:

- In Morocco, some CSOs denounce the **maintenance of discriminatory laws**, particularly on the Amazigh language and land rights, as well as a **lack of access to legal mechanisms for rural women**.
- In Sri Lanka, **inter-community tensions and economic instability** are weighing on civic engagement, making advocacy more difficult.
- In Pakistan, restrictive regulations, limited institutional support and resistance from conservative communities are obstacles faced by CSOs. Organisations working with transgender people report **difficulties in implementing legal protections and accessing public services**.

- In Ecuador, in the current political context, women's organisations and those working on diversity issues are increasingly persecuted, with CSOs operating in a **hostile environment that directly affects their work and public presence**.
- In Togo, CSOs highlight the **lack of institutional attention** and even disinterest on the part of local authorities in their activities.

*"Our proposals are often not taken seriously. We have to fight to be heard."* (Focus group, West Africa)

In some cases, administrative obstacles or delays in obtaining authorisations complicate the implementation of projects, particularly those led by young organisations.

## Persistent social stigma and discrimination

CSOs assessed the social environment (the general attitude and support of the community, local institutions, and social groups) in which they work in terms of support for the economic empowerment of women and/or LGBTQIA+ people. They assigned scores ranging from 1 to 5, with 1 being "Very unfavourable", 2 being "Somewhat unfavourable", 3 being "Neutral", 4 being "Moderately favourable" and 5 being "Very favourable".

**Social stigma**, particularly towards engaged women, rural populations, indigenous communities, or LGBTQIA+ individuals, is a **recurring obstacle to collective action**. The beneficiary groups (women and LGBTQIA+ individuals) supported by CSOs face numerous obstacles in accessing productive resources (e.g., land, capital, technology).

- 144 out of 195 CSOs, or **73% of them, indicate that social and/or institutional discrimination is one of the main obstacles for women and LGBTQIA+ people in accessing productive resources**.
- 58% of CSOs believe that women and LGBTQIA+ people suffer from a **lack of training and information about their rights**.
- 42% of CSOs indicate that limited access to credit is a significant obstacle for women and LGBTQIA+ people in accessing productive resources and therefore in becoming economically independent.
- Other major obstacles faced by women and LGBTQIA+ individuals include limited access to property or natural resources, lack of institutional support or infrastructure, and lack of networks and opportunities for collaboration (these are major obstacles for 30% of CSOs).

Some of these obstacles represent major difficulties or even real threats to CSO action.

According to quantitative data:

- A large proportion of organisations report a **social environment (the general attitude and support of the community, local institutions and social groups) that is very unfavourable to slightly favourable to women's economic empowerment** (29% in Africa, 29% in Latin America, 14.5% in Asia).
- The social environment is considered significantly **less favourable and more hostile when it comes to initiatives to support LGBTQIA+ people** than for projects working to empower women economically. More than half of CSOs report encountering a very unfavourable to somewhat unfavourable environment (60% in Africa, 59% in Latin America, 38% in Asia).
- 37% of CSOs indicate that **social stigma and community rejection are a major obstacle to their work** (41% in Africa, 29% in Latin America, 33% in Asia).
- This phenomenon is particularly pronounced in North Africa and in certain Asian contexts.
- 57% of CSOs rated **gender stereotypes** as a constraint that significantly affects their missions, with a rating of 4 or 5. **Gender stereotypes have a greater impact on CSOs targeting and mobilising LGBTQIA+ populations and women of African descent or from indigenous peoples.**
- **46% of respondent CSOs indicated that local cultural norms hinder their actions** at a level of 4 or 5 ("somewhat" to "very much") for local cultural norms, and 44% for **religious norms**.

On the qualitative side, several situations illustrate the **complexity of these dynamics**:

- Amazigh women in Morocco are victims of double discrimination: as women and as members of a linguistic and cultural minority.
- Togolese CSOs report strong community prejudices, particularly towards survivors of violence or young girls involved in empowerment projects.
- Some CSOs in Sri Lanka and Bangladesh emphasise cultural resistance to female leadership or sexual and reproductive education.
- In Bolivia and Ecuador, CSOs face media discourse and barriers that downplay the existence of gender-based violence, or even silence the issue of violence against women and gender minorities.

Although some CSOs explicitly support LGBTQIA+ rights (particularly in Africa and Asia), they recognise that this remains a taboo subject, underfunded and often absent from political discourse.

*"LGBTQIA+ people are part of our community. They participate in our events, but we avoid communicating too much about it for their safety."* (Focus group, Togo)

There are also **reports of backlash** against feminist advances and women's rights, particularly in Latin America:

*"Much of the progress we have made in the region for women is now perceived as something negative and is being attacked." (Focus group, Bolivia)*

These political and social constraints and obstacles **have a direct impact on the operational capacity of organisations by affecting the implementation of projects** (for 57% of CSOs).

## A generally stable security climate, but local tensions

Cross-analysis shows that **most CSOs do not operate in contexts of acute insecurity**. However, some organisations mention:

- areas of high climate risk (e.g. coastal areas in Bangladesh or Sri Lanka),
- occasional community tensions (Sri Lanka, border regions),
- or hostile social environments related to their themes (gender, sexuality, linguistic justice). (Togo, Morocco)

Despite this, it is important to note that, in the current context of climate crisis, the areas where the project is being implemented are highly vulnerable to the effects of climate change. Although these effects do not always have a direct impact on the internal functioning of CSOs, they significantly affect the territories where they operate, which has repercussions on their priorities and capacity for action. In the case of Latin America, for example, this vulnerability is exacerbated by structural factors such as social inequalities, dependence on extractive economies and limited institutional capacity to respond to climate emergencies. This increases risks for communities, particularly women and excluded populations, reinforcing the need to integrate climate justice and intersectionality into strategies for strengthening feminist CSOs in the region. In Pakistan, CSOs' operational constraints are often compounded by social norms that limit women's mobility and engagement, as well as infrastructure limitations, particularly in remote or flood-affected areas.

These risks are rarely taken into account in project plans due to a lack of training in risk management or team safety. Some CSOs are also affected by geographical isolation (30% of CSOs consider themselves to be somewhat or greatly impacted) or a lack of transport (57%) and infrastructure (45%).

## Specific support needs:

- Support CSOs in **the political and legal analysis of their environments**, using risk matrices to better adapt their advocacy strategies and implement mitigation measures.
- **Strengthen local alliances with receptive public actors**, particularly at the municipal or regional level.
- **Raise awareness of intersectional discrimination, intersectionality and LGBTQIA+ issues** in training tools and community projects.
- Offer **modules on risk management and protection for those involved**, including digital and psychosocial risks, as well as on the topics of care and self-care.



## IV) STRUCTURE AND GOVERNANCE

### A general feeling of effectiveness, but room for improvement

Globally, nearly 80% of CSOs consider their governance structure to be fairly effective (54%) or very effective (24%), while one-fifth (21%) of responding CSOs indicate that their **governance is moderately effective**. Significant regional disparities and structural limitations were identified, particularly in the focus groups.

In Africa:

- 59% consider their governance to be "fairly effective" but only 16% consider it to be "very effective" (8 points below the global average).
- One CSO even reported ineffective governance.

*"To improve its governance, the NGO could benefit from tailored support, adapted to its structural realities and level of organisational maturity. **Targeted training sessions for governing bodies, combined with collective learning spaces** (forums, webinars, peer think tanks) would promote the emergence of more effective practices."* (Focus group, Togo)

In Latin America:

- 29% rate their governance as "very effective".
- 71% of Latin American CSOs surveyed **report moderately or fairly effective governance**: 27% rate it as "moderately effective", which is 7 points above the global average, and 44% report a fairly effective level.
- However, in focus groups, Latin American CSOs also reported difficulties, particularly due to a lack of paid staff, and room for improvement in governance.

*"For some organisations, given that they are run by volunteers, there is a high degree of centralisation in management positions and, as a result, internal communication is not very effective, as sometimes the volunteers themselves are not informed of what is happening. [...] Several organisations are faced with the impossibility of retaining their staff, which prevents them from offering a certain stability to their teams. [...] If commitment and willingness exist, ensuring good governance requires minimum conditions for sustainability."* (Focus group, Ecuador)

In Asia:

- 37% of CSOs report a "highly effective" governance structure (13 points above the global average), and only 12% of CSOs report a moderately effective level of governance (9 points below the global average).
- They **appear to be more advanced in terms of structure, planning and community engagement**.



"Although our structure is well established, we recognise the need to strengthen our capacity in a few areas: **leadership development**, particularly in conducting advocacy activities with government and private sector stakeholders; **human resource management**, including performance monitoring and staff development systems; **financial governance**, particularly to align our activities with donor expectations and national compliance requirements." (Focus group, Bangladesh)

## The typology of CSO governance

At the global level, **governance is always decision-making according to 78.6% of respondent organisations**, and "sometimes" according to 20.3% of respondents. These trends are reflected at the regional level, but it is nevertheless clear that in Asia and Latin America, governance is more decision-making (90% and 88% "always") than in Africa (69% "always").

	CSO self-assessment in %		
	1 - Never	2 - Sometimes	3 - Always
Governance makes decisions	10	20	70
Governance defines the organisation's vision, mission and values	2	14.9	83.1
Governance makes strategic decisions.	2	22.1	75.9
Governance supervises and controls activities.	4.1	26.2	69.7
Governance represents and manages external relations.	9.2	28.2	62.6
Governance ensures transparency and accountability to donors, beneficiaries and partners.	3.1	15.4	81.5
Governance provides oversight of the management team and/or senior management.	5.6	24.1	70.3
Governance manages project monitoring and evaluation.	13.3	33.8	52.8
Governance has no power.	68.7	19.5	11.8

Overall, this table shows that organisational governance has **significant decision-making power and influence over the strategic direction of organisations (in more than 75% of organisations, it "always" plays this role)**. The same trends can be seen in Africa and Asia, with a slightly higher percentage of "always" for Latin America (80.5%). However, qualitative interviews reveal that Latin American CSOs want to work to encourage the **participation of all employees in decision-making**.

*"The organisation must also encourage the participation of all its members in the processes under development. [...] It would be a good idea to carry out an internal assessment in order to clarify and distribute responsibilities fairly within the organisation." (Focus group, Dominican Republic).*

Organisational governance is also involved in the **supervision and control of activities**: for 69.3% of CSO respondents, this is always the case, while for 26.6%, it is sometimes the case.

Overall, **82.8% of respondents indicate that governance plays a systematic role in defining the organisation's vision, missions and values**. This trend is also found at the regional level, but with a difference in Africa (77% "always") compared to Asia and Latin America (92.3% and 87.8% "always"). Four CSO respondents in Africa stated that governance is "never" involved in defining the organisation's vision, mission and values.

Governance also focuses **on issues of transparency and accountability to donors, partners and beneficiaries** (it "always" plays this role for 81.3% of organisations).

It also has a slightly less significant **supervisory role**: whether it be monitoring activities (it "always" performs this role in 69.3% of cases) or supervising the management team and/or senior management (it "always" performs this role in 70.3% of organisations).

**The role of governance is more nuanced when it comes to more operational activities**, such as **representation and management of external relations** (62.5% of CSOs say that it always performs this role) but also in **project monitoring and evaluation** (52.1% of CSO respondents say that it always plays this role, but 13.5% say that it never does).

## A strong commitment to equitable governance, but practices still need to be structured.

The questionnaire asked CSO respondents to assess their governance based on the following four criteria:

- **Governance is diverse**: It allows each group of individuals (gender, age, language, background, etc.) to be involved in the activities and functioning of the organisation and to be represented.
- **Governance is inclusive**: Each member of the governance structure has a real influence on the decisions that are made.
- **Governance is participatory**: Each member of the governance body actively participates in the various governance bodies.
- **Governance is transparent**: Discussions and decisions taken in governance bodies are communicated and explained to other members of the organisation.

For each criterion, they were asked to give a rating between 1 and 5 (1 meaning "not at all" and 5 meaning "completely").

Overall, CSOs agree on two criteria across all regions:

- **participatory** governance is rated on average 4.17 (4 corresponding to the response "very much")
- **Transparent** governance is rated on average 4.42 (between "very much" and "completely").

Regional variations are observed for the other two criteria. In Africa, the number of CSOs responding that their governance is diverse and inclusive is slightly below average. In Latin America, governance is more diverse, while in Asia it is more inclusive.

In the self-assessment of their skills, **organisational governance and leadership appear to be ambivalent skills**. On the one hand, there is a certain maturity in internal structuring, the distribution of responsibilities, and the establishment of collective decision-making mechanisms. On the other hand, significant differences remain between regions. In Latin America, 43% of CSOs say they are at the expert level, suggesting consolidated governance models that are potentially more horizontal and participatory. In Africa, on the other hand, only 11.1% reach this level, while 42.4% are at the intermediate level, reflecting an ongoing structuring process. This disparity could be linked to the age of the structures, the dominant governance models in each region, or the resources available to invest in institutional strengthening. In any case, it calls for **the integration of shared leadership and inclusive governance as areas to be supported, not only in terms of tools, but also in terms of internal attitudes and practices**. In addition, qualitative interviews reveal a desire among CSOs to strengthen themselves in order to build more participatory and transparent governance bodies:

*"The CSO identifies a number of capacity-building needs in terms of governance, including: shared and participatory leadership; human resources management, with modern tools and practices; and the formalisation and standardisation of internal procedures for greater transparency and efficiency." (Focus Group, Togo)*

In the field, several CSOs have set up:

- elected management committees (e.g. a committee of seven members renewed every two years),
- community consultation processes (via community scorecards or dialogue sessions),
- executive management separate from the board of directors.
- In Latin America specifically, CSOs emphasise the importance of transparency and are implementing, or want to implement, processes to disseminate the activities, reports and audits of each project as widely as possible in order to ensure effective accountability.

However, the formalisation of these mechanisms remains incomplete:

- **Few organisations have up-to-date governance manuals.**
- Some CSOs involve beneficiaries in decision-making processes. However, their voices do not carry the same weight as those of members of governing bodies. In Pakistan, for example, CSO governance structures tend to be small and centralised, with boards of directors overseeing policy, while day-to-day operational decisions are often made by executive directors. Community consultation is often informal, and there is recognition of the need to involve beneficiaries more systematically in decision-making processes.

*"We gather feedback and suggestions from the community and volunteers, but final decisions are made by the board of directors. This ensures that the community's voice is heard while maintaining clear direction and leadership."* (Focus group, Sri Lanka)

- **The representation of young people, rural women or LGBTQIA+ people in governance bodies is rarely mentioned.**

Some CSOs also mention the need to anticipate generational change by training new leaders and structuring transitions.

*"We need a clear plan for succession. We must prepare young women to take over the reins and not rely solely on the founders."* (Focus group, Morocco)

## Feminist CSOs led by women and LGBTQIA+ people

The FAME project targets feminist CSOs working for women and LGBTQIA+ people. One of the main eligibility criteria is the composition of the governing body, which must be composed of a majority of women or LGBTQIA+ people. Among the CSOs surveyed, the majority are feminist CSOs that carry out projects for and by women and LGBTQIA+ people, and **83% of them have a governance structure composed of a majority of women or LGBTQIA+ people**. In addition, **87% of the CSOs surveyed are led by a woman or a person who does not identify as male or female in the position of president**.

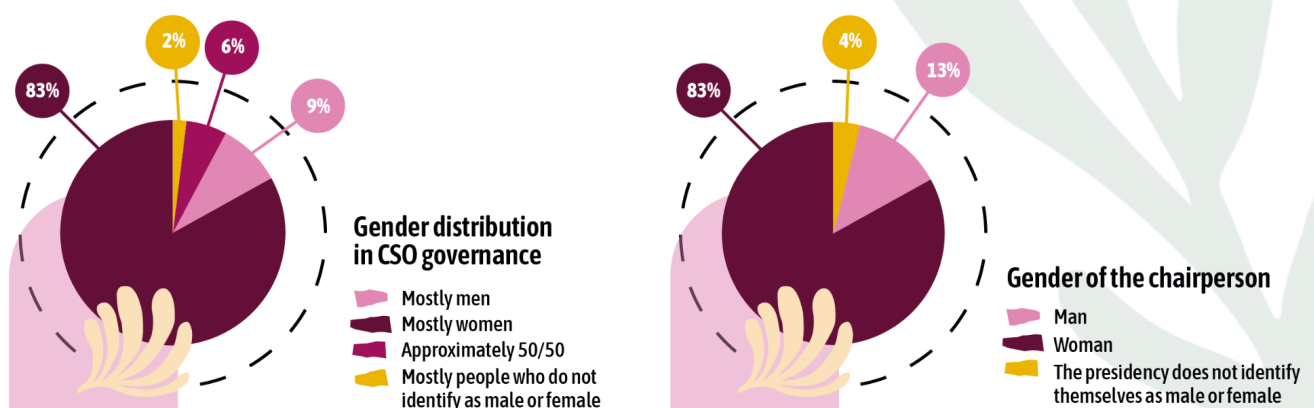


Figure 9.

**The common needs expressed are very clear and convergent:**

- Create and/or adapt governance manuals and tools, clarifying roles and responsibilities
- Further structuring internal processes
- Provide support for the distribution of tasks to avoid overburdening active members
- Strengthening shared leadership by involving young people, beneficiaries and community representatives
- Training management teams
- Involve beneficiaries more formally in important decision-making
- Training on the legal rights and obligations of CSOs, in line with national legal frameworks
- In Africa, some CSOs wish to obtain quality certification (ISO 9001)<sup>6</sup>, provided they receive appropriate support.

## Specific challenges relating to administrative and accounting structures

The interviews reveal **organisational strengths**:

- trusting relationships with long-standing external accountants,
- expertise accumulated by board members in administrative tasks,
- ability to adapt to donor frameworks.

However, several structural **difficulties** are shared:

- **lack of integrated digital management tools**, which limits efficiency
- **fragmentation of practices according to donors** (each partner has its own requirements)
- **internal resistance to formalisation**, particularly where an oral or informal culture prevails

*"We do not encounter any major management difficulties, but we recognise that capacity building in the financial, accounting and administrative areas would be beneficial. This would enable us to further improve the transparency, efficiency and sustainability of our actions, while optimising the use of our resources."* (Focus group, Togo)

Furthermore, not all CSOs have legal status. The quantitative survey reveals that **only 86.7% of them are officially registered**. Regional disparities are also observed: in Africa, 88.7% of respondent CSOs have legal status, while in Asia, 95.2% do, and in Latin America, 70.6% of respondent organisations have legal status. In the case of Latin America, it is important to note that the decision of some CSOs not to formalise themselves is not only due to administrative constraints, but also to factors related to the political context, the sensitive issues they address and the working conditions in their territories.

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<sup>6</sup> ISO 9001 quality certification is an international standard that certifies that an organisation has implemented a quality management system aimed at continuously improving its products, services and processes to meet the needs of its customers.

## Specific support needs:

- Offer **governance modules** (depending on size, level of structuring, country).
- Support CSOs in **establishing accessible and appropriate internal regulations, organisational charts and commitment charters** in order to establish clear operating rules, define responsibilities and promote inclusive participation, thereby ensuring transparency, legitimacy and shared responsibility in their management.
- **Support the emergence of new generations of feminist leaders** within structures, with a view to sustainability.
- Develop **practical inter-CSO workshops** for mutual reinforcement through the sharing of experiences and good practices.
- Offer **tailor-made coaching sessions** by CSOs, particularly on the distribution of roles and the formalisation of internal management procedures.
- Offer **training in inclusive governance**, addressing gender, youth, participation and transparency at the same time.

## V) HUMAN RESOURCES AND TRAINING

### Small but committed teams with diverse profiles

As mentioned in Part 1, the majority of CSOs operate with fewer than five employees, or even no salaried staff (19%). At the same time, nearly half mobilise more than 30 volunteers. **This activist network is an essential but unstable resource, as it is based on voluntary commitment.**

In terms of profiles, we find:

- **social workers, community trainers,**
- **lawyers, accountants, psychologists,**
- **project coordinators, who are often multitasking and sometimes exhausted.**

Some CSOs benefit from mixed and multidisciplinary teams:

*"One of our main strengths lies in our **dedicated and technically competent team**, particularly in the areas of gender equality, child protection, climate resilience and livelihood promotion. Our staff are not only professionally competent, but also deeply committed to the communities we serve."* (Focus Group, Bangladesh)

**The qualitative analysis highlights contrasting local realities:**

- **some structures have both paid staff and numerous active volunteers (sometimes more than 500 active volunteers)**
- **Others rely solely on volunteer activists, who are highly committed but untrained in management tools or project evaluation.**

Qualitative surveys also mention **team exhaustion** due to excessive workloads and teams that are too small and/or lack training, across all regions. In addition, staff often take on multiple roles due to limited staffing levels, making it difficult to adapt projects and maintain consistency.

*"Job descriptions are sometimes unclear. One person performs several roles. We need to clarify who does what and strengthen processes."* (Focus group, Morocco)

*"Although the discourse on care is encouraged, members themselves recognise that, in practice, they do not always manage to prioritise their own well-being."* (Focus group, Bolivia)



## Unpaid human resources: an important component for the functioning of CSOs

Unpaid human resources are called upon at varying frequencies:

- **39% of respondent CSOs indicate that they call upon them on a daily basis or once a week on average,**
- 28% call upon these human resources once or twice a month,
- and 23% call upon them once a quarter.

These figures demonstrate the very important role of unpaid human resources in the functioning of CSOs.

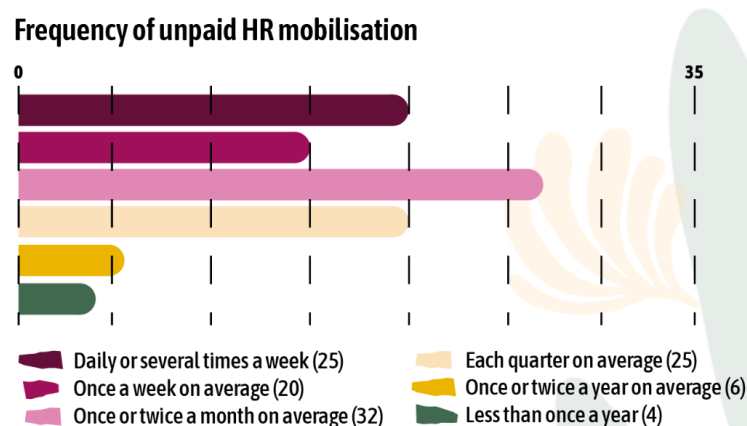


Figure 10.

Qualitative surveys confirm the sometimes crucial role played by unpaid human resources:

*"We don't have any interns and almost all of the work is done by volunteer networks. [...] Almost all of the work we do is voluntary."* (Focus group, Bolivia)

*"The executive office team consists of eight volunteers trained in project management, communication and administrative management."* (Focus group, Togo)

## A high level of education within teams and a culture of continuous training for members

**71.9% of CSOs report that their teams have a qualification, certification or training in the skills assessed.** This confirms that the majority have a formal foundation in key skills. However, **this proportion drops significantly in Latin America, with 53% of responses being positive.**

Regarding the educational level of members, the majority of responding CSOs (141 out of 199) report that their teams have an undergraduate degree. In addition, 81 organisations report that their members

hold postgraduate degrees, while 71 indicate that their members have technical or vocational training. Only a minority mention lower levels of education, such as primary education or no qualifications.

**The teams of the responding CSOs therefore generally have a good level of education, with a high level of higher education.**

### Access to continuing education

The most frequently used capacity-building formats by CSOs are **face-to-face training (79%), webinars (62%), and videoconferencing**, whether for training sessions (57%) or conferences (47%). Online training and the use of online resources are less common, with 80 and 51 occurrences respectively. This suggests a **marked preference for synchronous formats (face-to-face and videoconferencing) over asynchronous formats.**

It also appears that 88% of CSOs have accessed capacity-building activities over the last three years, indicating an active culture of continuing education.

### Training policies (employees and volunteers)

For employees, **only 41.7% of CSOs have a formalised training policy.** This means that nearly 60% operate without a structured framework. In Asia, however, CSOs seem to be better equipped, with 60% having a training policy.

The rate is slightly better for volunteers, with 45.8% having a policy. There is a clear need to institutionalise training practices, especially for employees.

### Clear training needs and a lack of structured planning

In terms of **human resources management and skills development**, many CSOs are at an intermediate level (level 3 with 77 responses). While this distribution indicates **a certain degree of formalisation of HR practices, it also reveals a lack of advanced expertise:** only 28 CSOs reach level 5. This finding varies by region: Asian CSOs stand out with a stronger representation at the expert level (21), which could indicate more structured HR systems or more professionalised internal dynamics. Elsewhere, **progress towards strategic human capital management and skills development remains to be encouraged.**

A similar finding emerges from the focus groups. The CSOs surveyed report a lack of structured training plans, while some are already facing a shortage of human resources and/or high staff turnover. **Some CSOs also complain about poor internal communication**, which affects the entire structure and effectiveness of the team.

*"With regard to processes involving several people or areas, it is important to improve the planning of activities and processes so that they do not depend on a single person, but that roles are known and information is not lost due to staff shortages." (Focus Group, Dominican Republic)*

*"We don't have HR, we manage as we go along." (Focus Group, Benin)*

Respondents identified very broad human resource needs, particularly in terms of **a lack of paid staff, a strong need for sustainable recruitment and team structuring.**

*"There is a need for training on the structuring of a CSO and best practices in CSO management." (Focus Group, Benin)*

*"The crisis facing many social and civil society organisations is marked by reduced funding, high staff turnover and limited technical teams." (Focus Group, Bolivia)*

The quantitative survey shows that the priority areas for strengthening are as follows:

- Fundraising,
- Project design and management,
- Monitoring and evaluation (M&E),
- Financial management and accounting,
- Advocacy and communication,
- Digital technology and tools.

These results were confirmed in all focus groups. In addition, there were specific requests for:

- Feminist economics
- Climate justice
- Use of AI, particularly in North Africa
- National regulatory frameworks for CSOs (statutes, legal obligations, partnerships, etc.).

*"We are seeking to strengthen our staff's capacity in feminist economic justice and climate finance, particularly in the context of our deeper engagement in intersectional programmes that link gender and environmental issues." (Focus group, Bangladesh)*

### Specific support needs:

- Integrate HR capacity building as a cross-cutting theme in every project or partnership.
- Fund training time for salaried and volunteer teams.
- Establish care and self-care processes for teams.
- Provide training to improve internal communication.
- Support human resources management and planning to create sustainable jobs.

- Create or improve structured training plans.
- Offer hybrid training formats: coaching, international peer exchanges, face-to-face workshops, simple tutorials.
- Structure more formalised training policies, including both employees and volunteers, with real follow-up over time. This **involves clarifying needs, prioritising areas for improvement** (particularly digital, HR, advocacy), and **organising appropriate development pathways**
- Rely on flexible and accessible formats: e-learning is a strategic opportunity in this regard: flexible and particularly suited to remote or unstable contexts, it can reach a larger number of actors while keeping costs under control. However, this format requires a certain amount of support, as well as good communication and information sharing, for audiences who are not used to asynchronous formats. It is also necessary to take the digital divide into account.
- **Capitalise on training courses that have already been implemented** by pooling content, centralising resources and, where possible, offering certification schemes to recognise learning outcomes.
- The strengthening process would also **benefit from a collective approach**, where knowledge is shared between CSOs, promoting the sharing of experiences and interregional cooperation.

## VI) ORGANISATIONAL AND TECHNICAL SKILLS

### Strong and consistent skills: a shared knowledge base

The skills analysis shows that civil society organisations now have a good command of several areas, with a generally high and fairly consistent level of skills. CSOs self-assessed their skills on pre-identified topics, using a scale from 1 = "No one has this skill" to 5 = "Expertise". Three skills in particular stand out, with a large proportion of CSOs scoring 4 or 5 out of 5, levels that reflect strong autonomy and proven expertise: community mobilisation, communication/awareness-raising, and project management.

**Community mobilisation, like training, emerges as a well-established area of competence.** Nearly 74% of organisations are at a high level, illustrating **solid experience** in **community outreach**, group facilitation, and knowledge transfer. Very few organisations rate themselves at the lowest levels (1 or 2), confirming a **widely shared capacity to intervene effectively in the field**. However, there are regional variations: in Africa, CSOs are more concentrated at levels 3 and 4, with only 25.3% declaring themselves to be at expert level. This suggests a dynamic of progress that should be consolidated.

**Project management** appears to be another particularly well-structured cross-cutting skill. It is mastered at a high level by a majority of organisations: 122 of them are at levels 4 and 5, while very few report difficulties in this area. This trend reflects a **professionalisation of practices, reinforced by the strategic importance of this skill for the conduct of activities**. Here too, the regional distribution reveals differences: expert levels are more frequently achieved in Asia (40% of CSOs) and Latin America (36.6%), while in Africa, a majority of organisations (36.4%) are at an intermediate level. These results suggest that **the fundamentals of project management are solid overall, but that the increase in expertise is progressing at different rates depending on the context**.

It is noteworthy that **despite this generally good level, project management remains one of the areas most frequently cited as a priority for improvement**. Nearly 47% of respondents (94 CSOs) listed it in their top 3, showing that even experienced organisations feel the need to continue to improve. This finding is reflected in the qualitative interviews, where **CSOs almost systematically cite project management as a priority for training their members**. It should be noted that the vision of project management probably differs from one organisation to another, and that if projects are managed effectively, it may be a question of strengthening compliance with donor requirements (e.g. in terms of accountability and reporting).

*"Our immediate priorities for capacity building are focused on digitisation, improving project management and planning, and strengthening our communication skills. These areas will help us to operate more effectively, share our work clearly and better serve our community." (Focus Group, Sri Lanka)*

Overall, these results demonstrate a real **collective maturity around skills that are essential for feminist CSOs**. While the highest levels of expertise are found more in Asia and Latin America, the shared skill base remains strong and promising on a global scale.

## Clear financial needs: seeking funding and managing funds

Several areas of expertise appear to be partially consolidated: they are well established in CSO practices, but still require further structuring to achieve a more assertive level of expertise. The majority of organisations are at an intermediate level (levels 3 and 4), which reflects a solid foundation but still room for improvement. This is particularly the case for financial management, fundraising and governance.

In terms of **financial and accounting management**, nearly 110 CSOs are at levels 3 and 4, illustrating a **functional capacity that is already integrated into organisational practices**. Levels 1 and 2 are very poorly represented, confirming a certain overall mastery of these issues. However, analysis by region highlights significant disparities. CSOs in Asia (45.5%) and Latin America (34.5%) are proportionally more likely to declare themselves at expert level, reflecting an advanced level of professionalisation.

*"At present, we do not encounter any major difficulties in terms of management or administration. Our financial and accounting systems are well managed and we ensure compliance with donor requirements. [...] We have identified several priority areas for strengthening the capacities of our staff. These include financial management and budgeting."* (Focus Group, Bangladesh)

In contrast, African CSOs are more concentrated at level 3 (36.4%) and only 11.1% reach expert level. This finding highlights a **specific need for support in this region, particularly to strengthen skills in budgeting, financial reporting, compliance with donor standards, and multi-donor management**. Moreover, **financial and accounting management is identified as one of the top three development priorities** for a large proportion of the CSOs surveyed.

*"There is a lack of training in financial management and digital financial management tools. There is also a lack of knowledge of the accounting system for non-profit entities."* (Focus Group, Benin)

Skills in **fundraising and partnership management** also show contrasting progress. While level 3 dominates (80 CSOs), levels 1 and 2 remain very present, reflecting heterogeneous situations. **Some CSOs have not yet formalised this skill, while others are beginning to mobilise it without having systematised it**. In Latin America, for example, nearly a quarter of the CSOs surveyed report a low or very low level, while 19.5% position themselves as experts. This dispersion reflects diverse realities, ranging from strong community roots with little dependence on external aid to structures more oriented towards international funding. This contrast is all the more striking given that **fundraising is now the top development priority identified by CSOs**: 126 respondents (65%) ranked it in their top three priorities.

*"Yes, we encounter difficulties. We would like to receive support or training in fundraising and partner management. [...] We need training in project development. We have difficulty formalising needs and drawing up budgets."* (Focus Group, Morocco)



*"It is necessary to strengthen the team's knowledge of the funds that finance the specific issues addressed by the organisation in order to broaden the sources of funding." (Focus Group, Ecuador)*

These issues are linked to the **main obstacles to organisational strengthening** identified in the survey. At the top **of the list is the lack of stable funding (178 CSOs), followed by limited access to technical resources (106), lack of training or expertise (78), insufficient internal skills (72) and difficulty in recruiting or retaining teams (60). These obstacles are primarily structural: limited resources, difficult access to expertise, and fragile human capital.** This highlights the importance of enhanced, regular external support tailored to each context, to enable CSOs to reach a new level in their structuring and development.

However, some organisations are attempting to diversify their resources by developing **income-generating activities** (community restaurants, crafts, paid workshops) **or by mobilising community funds.** But these efforts remain marginal and are often unsupported.

## Monitoring and evaluation practices are present but unevenly structured

**Monitoring and evaluation** are among the skills that CSOs regularly use in their day-to-day operations. More than 110 organisations are at intermediate levels (3 and 4), reflecting a **real capacity to monitor activities, collect field data and report on project progress.** This confirms a well-established operational mastery. On the other hand, level 5, which corresponds to proven expertise in the design of comprehensive monitoring and evaluation systems, impact analysis and capitalisation of learning, remains under-represented.

This configuration reveals a twofold challenge: on the one hand, **the generalisation of a culture of regular monitoring; on the other hand, the difficulty of going further in strategic analysis and the promotion of the results produced.** Asia stands out in this regard, with 40% of CSOs reporting a level 4 and 29% a level 5, suggesting better integration of monitoring and evaluation methods into project management.

The quantitative survey data confirm this finding: **nearly half of the organisations (45.4%) do not use any specific tools to measure the impact of their projects.** And among those that do use them, only one in two organisations do so systematically, while 35.8% do so often and only 12.3% do so occasionally. These trends are broadly similar across regions.

This finding highlights a **clear need for capacity building in monitoring and evaluation, particularly in the use of appropriate tools, the definition of qualitative and quantitative indicators, the analysis of collected data and its reporting to promote learning and continuous improvement.** Targeted support in these areas would enable CSOs to better document their actions, demonstrate their impact, and strengthen their legitimacy with both donors and communities.



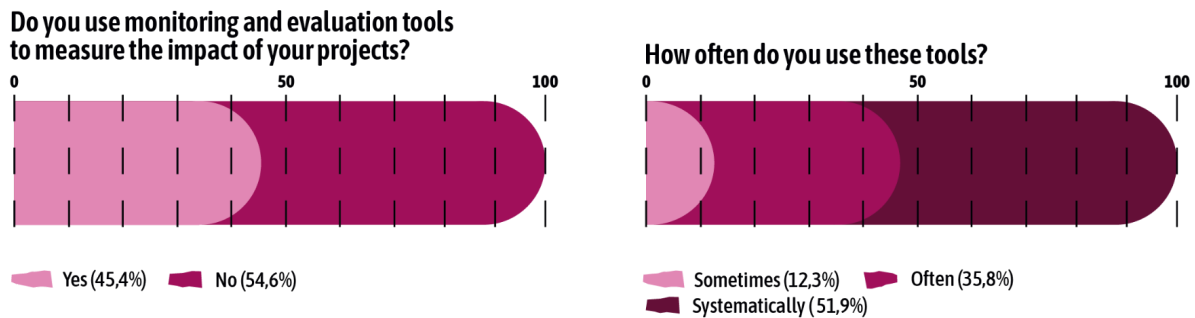


Figure 11.

During qualitative surveys, the CSOs interviewed confirmed these limitations, but also demonstrated real potential:

- One CSO uses daily community monitoring checklists.
- Another applies a comprehensive MEAL system, including:
  - Pre/post surveys,
  - Community scorecards,
  - KoboToolbox data and Excel monitoring,
  - Regular focus groups.

*“The organisation has a structured monitoring, evaluation, accountability and learning (MEAL) system for all its major projects. Each project includes a dedicated monitoring and evaluation plan, aligned with the results framework, logical framework and donor reporting requirements.” (Focus group, Bangladesh)*

However, data analysis, visualisation and strategic use of results remain weak.

*“We recognise the need for continuous capacity building in the following areas: [...], data analysis and visualisation.” (Focus group, Bangladesh)*

In summary, these intermediate skills form a solid but still improvable foundation. Operational capacities are generally well established, but the transition to more advanced levels of expertise remains uneven across regions. These results call for increased support on these issues in order to consolidate achievements and promote strategic skills development on a global scale.

In addition, CSOs are expressing a **strong demand for management and evaluation tools**. The marked interest in developing impact indicators and implementing charters or codes of conduct reveals a **clear desire among organisations to equip themselves with concrete tools to monitor, manage and structure**

**their equality policies.** This dynamic goes beyond mere intention: it demonstrates a desire for measurable commitment aligned with professional standards.

## Strong demand for technical and thematic tools

The organisations surveyed clearly identified their priorities for strengthening professional equality between women, men and LGBTQIA+ people. What emerges is a **structural need for support, resources and skills, which affects internal policies, managerial attitudes and collective dynamics.** This assessment reveals a common set of concerns and expectations, which can be used as a basis for developing concrete actions.

Several themes emerge with a majority of responses rated 5 (very important), reflecting a shared sense of urgency. At the top of these priorities are:

- Access to funding dedicated to professional equality initiatives (119 respondents),
- Policies for preventing and managing cases of harassment and discrimination (103),
- The creation of safe spaces for gender and sexual orientation minorities (101),
- Training in positive masculinity (100),
- Awareness-raising activities among local stakeholders (99),
- Support for the development of inclusive charters or codes of conduct (99),
- The development of indicators to measure the impact of equality policies (98),
- And training on inclusive and equitable management practices (96).

These priorities reflect **both highly operational needs (implementation of measures, awareness-raising, training) and structural needs (reference frameworks, indicators, dedicated funding).** In particular, they show that for many CSOs, the foundations for real professional equality still need to be consolidated. While the trends are broadly consistent across regions, a slight difference can be observed in Africa, where certain issues such as inclusive recruitment are more highly rated at intermediate levels, indicating that momentum is building.

Other areas for improvement appear to be strategic, with a majority of responses rated 4 or 5. These include:

- Support for women's and LGBTQIA+ networks (87 responses rated 5),
- Work arrangements that promote work-life balance (80),
- The implementation of inclusive recruitment policies (78),
- And access to inclusive mentors and role models (77).

These themes reflect a **strong need for cross-functional support to create an inclusive, equitable and sustainable work ecosystem.** They reflect a desire to strengthen internal structures, better take into account the diversity of career paths, and create fairer and more supportive environments.

Finally, the expectations expressed by CSOs are not limited to procedural changes or tools. Many responses reveal a broader vision: that of a **profound cultural and organisational transformation. Training on inclusive management, positive masculinities and economic rights is seen as a lever for deconstructing stereotypes, questioning power roles and changing collective practices. Professional equality is therefore perceived not only as an obligation, but as a political and transformative process.**

Priority levers for action are emerging:

- Structural and financial support for inclusive projects and equality initiatives,
- And support for organisational transformation that promotes inclusion and justice across the board.

This shared diagnosis highlights the strong and clear expectations of feminist CSOs. It calls for concrete, coherent responses developed in collaboration with the actors concerned.

## Working with marginalised communities: a solid foundation, but still little consolidated expertise

The inclusion of marginalised groups (particularly LGBTQIA+ people, people from ethnic minorities, and people with disabilities) appears to be a **concern widely shared by CSOs, but one that is still unevenly integrated into practices**. In general, skills in this area are self-assessed at intermediate levels, with a strong concentration around levels 3 and 4. This reflects a genuine willingness to take action and a certain familiarity with inclusion issues, without yet achieving consolidated expertise. There is therefore still significant room for improvement in developing fully inclusive, systematic approaches that are rooted in local realities.

**Working with marginalised communities is an area that has already been explored by the majority of organisations.** Levels 3 (47 responses) and 4 (51) dominate, reflecting a certain degree of practice in this area. However, only 32 organisations identify themselves as experts (level 5), highlighting a need for reinforcement to go beyond one-off awareness-raising. In Africa, the proportion of organisations at level 1 reaches 21.2%, which undoubtedly reflects a combination of more constrained contexts and limited access to specific resources or training.

**The development of non-stereotypical training content** follows a similar trend: 67 organisations are at level 3, with a more balanced distribution across the other levels. The subject is present and integrated into certain projects, but is still often treated on an ad hoc basis. **Latin America stands out with a significant proportion of CSOs at the expert level (22%), which may reflect a stronger commitment to deconstructing social gender norms.**

**The integration of sexual and reproductive health rights (SRHR) into vocational training programmes** is relatively well established: levels 3 (63 responses) and 4 (44) are the most common. Only 31 CSOs declare themselves to be expert, which reflects a partial but still to be consolidated appropriation. Here

again, Latin America shows a better distribution of levels, suggesting more structured efforts in this region.

On the other hand, **legal training on local laws relating to gender and sexual orientation appears to be a more marked weakness**. A majority of CSOs are at a low to intermediate level: 53 declare themselves to be at level 2, and 31 consider themselves to have little or no competence. This lack of knowledge of the legal framework may limit their ability to support people in often hostile or ambiguous contexts. In Asia, many CSOs are at level 3 (36.4%), reflecting an existing but still fragile or superficial foundation.

Finally, **support for entrepreneurship among women and LGBTQIA+ people is one of the areas most firmly established in practice**. Levels 3 to 5 (51, 49, 43) are strongly represented, demonstrating an already operational capacity for action in this area. However, nearly 20% of CSOs are still at levels 1 or 2, indicating persistent obstacles or a need for more targeted support. It is interesting to note a paradox in Latin America: while this region stands out on other issues, only 12% of CSOs there consider themselves experts on the economic inclusion of LGBTQIA+ people, with the majority falling between levels 2 and 4. This suggests that **uptake is still uneven depending on local or sub-regional contexts**.

### Specific support needs:

- Provide solid support to CSOs in terms of **financial and accounting management**, particularly African CSOs, by strengthening skills in budgeting, financial reporting, compliance with donor standards and multi-donor management.
- Train CSO members in **fundraising and partnership management**.
- Support CSOs in **adopting digital monitoring and evaluation tools** (e.g. KoboToolbox, dashboards, cloud).
- Provide training in **qualitative and quantitative analysis** to objectify results and clearly measure impact.
- Co-develop **theories of change** specific to each CSO.
- Help **strengthen community accountability** through participatory mechanisms (e.g. community participation, local reporting, etc.).
- **Focus capacity-building efforts on areas with low to medium levels of expertise**, including: legal training on local laws relating to gender and LGBTQIA+ inclusion, integration of SRHR into vocational training programmes, and use of inclusive tools with marginalised communities.

- Offer **progressive modular training** (level 1: introduction; level 2: consolidation; level 3: expertise) to cater to a diversity of profiles.
- On legal and contextual issues, **develop simplified legal guides and decentralised workshops led by local experts** to fill gaps within CSO teams.
- **Capitalise on areas of expertise** to create communities of practice that can support and inspire CSOs still in the process of developing their skills.



## VII) DIGITAL LITERACY

### Widespread use of basic digital tools

Data collected at the global level shows widespread adoption of digital tools by respondent CSOs. A large majority of respondent CSOs, 80.7%, report using IT tools to organise their activities. This confirms that **digital technology is fairly well integrated into professional practices within these structures**. CSOs that do not use IT tools are mainly located in Latin America and Asia and often cite poor internet connectivity as limiting their ability to use them regularly. The majority of CSOs in Asia (52.7%) report difficulties in following online training courses, downloading resources or watching online videos, as do 48.8% in Latin America.

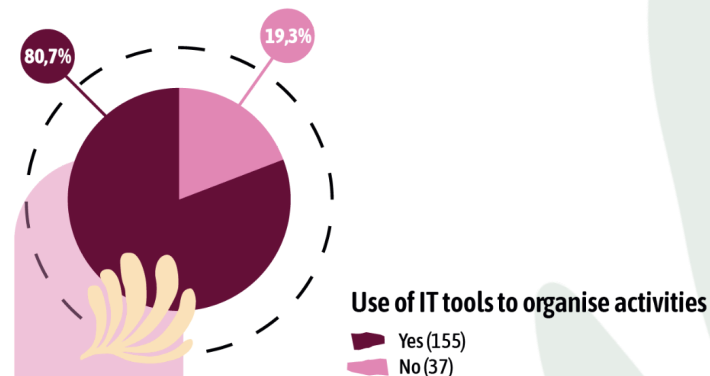


Figure 12.

With regard to the equipment used:

- **Computers and telephones are the most commonly used**, with 148 and 135 occurrences respectively.
- Next come printers (118) and projectors (111)
- while the use of tablets remains more marginal (39 mentions).

This diversity of equipment illustrates the versatility of uses, but also confirms that **computers and telephones are the basic digital tools that are essential for teams**.

The level of comfort with digital tools is generally high:

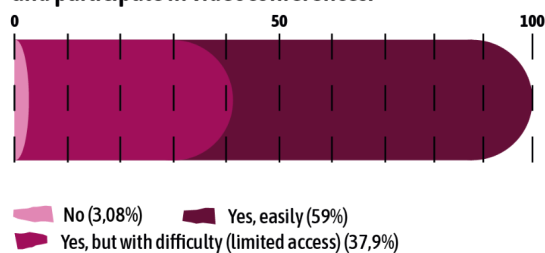
- 77.4% of respondents say they are "fairly comfortable" or "completely comfortable". The majority fall into the "fairly comfortable" category, which suggests a certain level of comfort, but also **room for improvement**.

- Conversely, 17.9% remain neutral or feel uncomfortable or very uncomfortable, representing a **significant minority requiring more targeted support**.

When respondents were asked about their ability to take online training courses, download resources or participate in videoconferences, 59% said they could do so easily. However, 37.9% said they could do so, but with difficulty. This shows that, **despite a willingness to adopt these tools, more than a third of participating CSOs still encounter technical obstacles, whether related to equipment, connection or skills, particularly in Asia** (more than 50% mention difficulty in use).

Regarding the **preferred medium for taking these online training courses, the results show a split mainly between computers (56.6%) and smartphones (40.7%)**, with almost no use of tablets. This finding calls for the design of training and information content adapted to both formats, ensuring that it is readable and accessible on smartphones, which is particularly essential in contexts with poor infrastructure. Computer use is also very prevalent in Africa, with 62.9% of responses.

Possibility to use computer equipment to take online training courses, download resources, watch videos, and participate in videoconferences.



If so, rather on which tool?

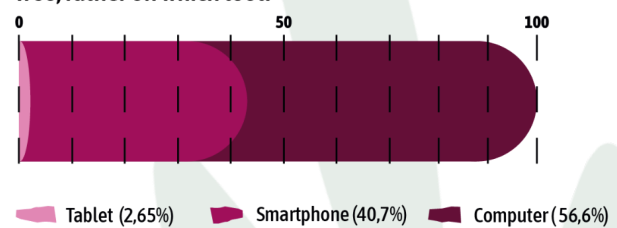
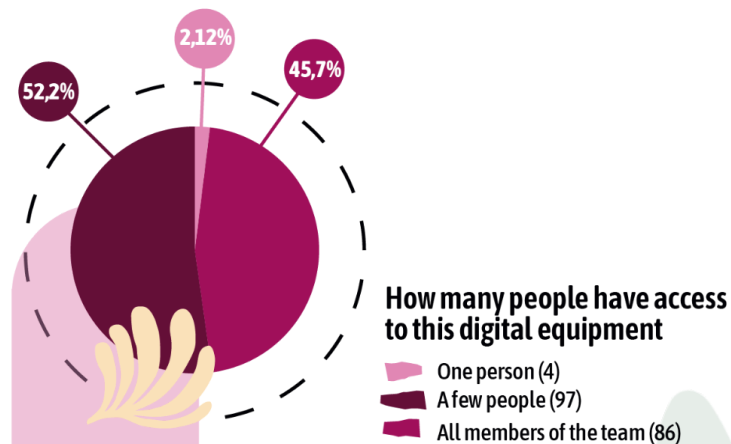


Figure 13.

**Access to computer equipment is another point of concern.** Less than half of respondents (45.7%) indicate that all members of their organisation have access to it. **In 52.2% of cases, only a few members can benefit from it, and access is sometimes limited to a single person.** These internal disparities can be an obstacle to equitable participation and collective skills development, particularly in small organisations.

Figure 14.





With regard to the use of social media, newsletters, websites and instant messaging applications, there is **a low overall level of proficiency, with a majority of respondents describing an urgent need for training on these four tools**. Nearly half of the responses report an urgent need for training on the use of social media and newsletters, 59% for the use and creation of a website, and 44% for the use of instant messaging applications. The only notable regional difference is in Asia, which identifies a moderate need for training on the use of newsletters.

Overall, this global analysis reveals a contrasting landscape. On the one hand, the majority of organisations have taken a significant step forward in digitising their practices. **Many have acquired basic skills, and digital tools are an integral part of organisational functioning. On the other hand, significant disparities remain in terms of access to equipment, connection stability and ease of use.**

## A persistent digital divide hindering structuring and visibility

**Despite constant use, technology and digital skills are one of the weakest points in CSOs' self-assessment of their skills.** Nearly half of CSOs rate themselves at level 3 out of 5 in terms of proficiency (99 responses), with levels 4 and 5 almost non-existent. This suggests that digital technology is often perceived as a developing or peripheral area, rather than a fully integrated strategic lever. This can be seen as a sign of an **emerging skill, awaiting structuring or investment**. Only CSOs in Latin America show a slightly more favourable trend, with a more marked presence at level 4, perhaps reflecting better appropriation of digital tools or wider access to digital training.

Nearly half of CSOs (45.4%) do not use any digital monitoring tools, and only a minority regularly use software or platforms to monitor their projects. This lack of digital tools is found in all countries, with very heterogeneous levels of equipment and skills.

Several CSOs also report a **lack of familiarity with digital tools** (Excel, cloud, KoboToolbox), as well as connectivity issues, outdated software and insufficient cybersecurity.

*"We use WhatsApp and paper files. Digital technology would help us save time, but we don't know how to use it." (Focus group, Africa)*

Some more structured CSOs are starting to use:

- platforms such as KoboToolbox or Excel for data collection or monitoring.
- social media (mainly Facebook) for communication,
- multilingual media to raise awareness of their actions.

But in general, the digital divide limits their effectiveness, visibility, ability to measure their impact and document their actions.

Finally, **the quality of the internet connection remains a differentiating factor**. While 89.8% of respondents have a connection that is considered average or good, 10.2% report a poor connection or even no connection at all. This remains a structural obstacle to digital autonomy, particularly in rural areas or areas with poor network coverage.

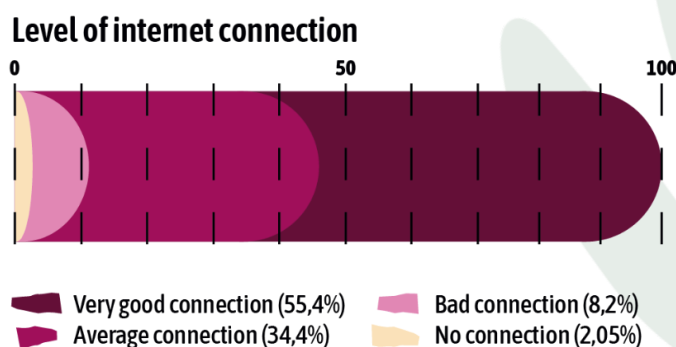


Figure 15.

In light of these findings, it is essential to strengthen inclusive educational approaches, **favouring formats that are accessible on smartphones and compatible with weak connections**. It will also be relevant to support organisations in acquiring shared equipment and to continue developing progressive learning modules to consolidate the digital skills of all teams.

## A security issue

During the focus groups, a security issue emerged in relation to the mastery of digital tools. **Some CSOs fear cybersecurity problems:**

- Theft of data and project ideas
- Increased surveillance through digital data collection
- Risk to the protection of sensitive data
- Risk of harassment

*"We often fear data hacking and theft of our project ideas by other organisations via social media." (Focus Group, Benin)*

*"The organisation and other feminist organisations are considering security policies, and it may be crucial to strengthen these capacities and apply digital care practices in the face of the risks associated with the use of technologies and communication platforms in their daily work." (Focus Group, Ecuador)*

The qualitative survey reports a **demand for cybersecurity training in all regions:**

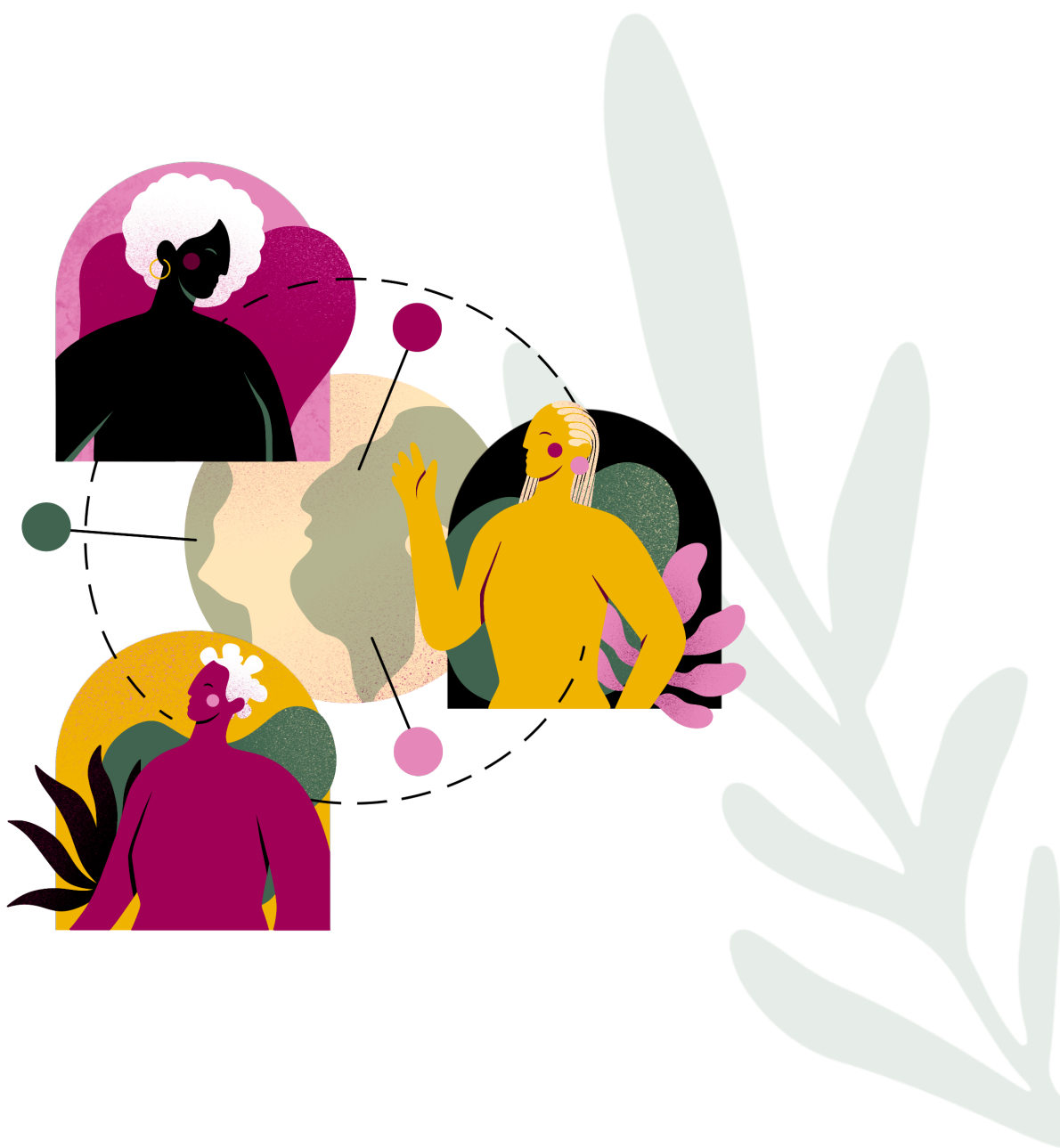
*"There are many areas where we need support. [...] We need greater investment in IT infrastructure and cybersecurity in order to modernise our systems and protect sensitive data." (Focus Group, Bangladesh)*

*"Some team members have taken basic training courses in office automation or social media management, but none of them currently have certification or in-depth training in the digital field, particularly in digital project management, cybersecurity or specialised tools." (Focus Group, Togo)*

### Specific support needs:

- **Finance the digital transition** as a lever for structuring and sustainability. In particular, it is important to support organisations in acquiring shared equipment and to continue to develop.
- Provide training in **digital literacy**, whether basic or advanced, and continue to develop progressive learning modules to consolidate the digital skills of teams.
- Design **online training and information content that is suitable for computers and smartphones and compatible with low-speed internet connections.**

- Provide training in the use of social networks, newsletters and instant messaging applications.
- **Support the design and updating of websites** and collaborative platforms.
- Organise training workshops on the use of digital tools (Office suite, Google Workspace, etc.).
- Organise **awareness-raising and training workshops on cybersecurity and the GDPR** to ensure the security of digital data.



## VIII) ADVOCACY, COMMUNICATION AND NETWORKING

### Lively, locally based advocacy, but poorly structured and evaluated

**More than 90% of CSOs report including advocacy or communication activities in their projects**, but only 40% do so in all their projects, compared to 52% who do so sometimes. This data reveals a trend: advocacy is very much present in practice, but is still rarely thought of as a strategy in its own right.

These percentages tend to vary in Africa, where 34.3% of organisations always implement these actions and only 62.6% do so sometimes. In Asia, 50% of organisations always implement advocacy actions and 50% only sometimes. The figures for Latin America are similar to the global figures. This could indicate that CSOs in Africa may need more support in this area of advocacy.

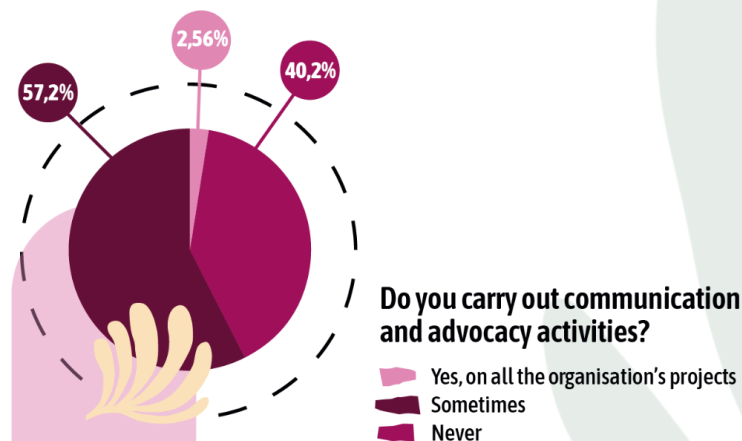


Figure 16.

**Advocacy on gender equality and economic empowerment is an area where CSOs generally feel comfortable:** 54 CSOs self-assess at level 4 (28.7%) and 47 at level 5 (24.1%), with very few organisations at lower levels. This suggests a real capacity to influence these issues, particularly in Latin America, where 36.6% of CSOs consider themselves experts.

The development of advocacy skills follows the same pattern: levels 3 to 5 are well represented (56, 49, 41), indicating that **most CSOs are engaged in this area, but that efforts are still needed to achieve greater strategic maturity**, particularly in the most constrained contexts.

On the ground, **CSOs are implementing a variety of actions: campaigns targeting parliamentarians, awareness-raising via community radio stations, artistic actions, participation in feminist coalitions.** These actions are generally targeted, contextual and based on detailed knowledge of the field.

*"We held meetings with parliamentary groups and institutional leaders as part of a project (Focus Group, Morocco).*

However, very few organisations have:

- a formalised advocacy strategy,
- indicators to measure the impact of their campaigns,
- or digital tools to amplify their voice on a larger scale.

In Pakistan, for example, advocacy efforts are often informal and project-based, targeting local governments, schools and community leaders. In the self-assessment of their teams' skills, level 3 is dominant (68 responses) for the skill "advocacy and lobbying", a sign that **CSOs are engaged in these issues but lack the strategic expertise needed to influence public policy or social norms in a sustainable way**. Regional disparities are striking: in Latin America, a high proportion of CSOs (nearly 44%) consider themselves experts, while in Africa, only 4% rate themselves at this level. African CSOs are mainly concentrated at level 3 (42.4%), illustrating a mobilisation that is present but still poorly structured. This suggests that **the trajectories of activist engagement are strongly conditioned by political contexts and opportunities for citizen expression**.

This deficit is all the more problematic given that some CSOs work on sensitive issues (linguistic rights, domestic work, LGBTQIA+ people) in sometimes hostile contexts.

The needs expressed are:

- **strengthening capacities in the development of multi-channel advocacy strategies,**
- **developing digital communication and storytelling skills,**
- **learning to evaluate the impact of advocacy actions in order to adjust messages and targets.**

## Partnerships are often opportunistic and rarely long-lasting

Cross-analysis shows that **collaborations between CSOs do exist, but are often opportunistic, built around a specific project or call for funding**. While nearly half of the CSOs surveyed are members of local, regional or international networks dedicated to the economic empowerment of women and/or LGBTQIA+ people (46.9%), only 4% of them report being part of structured feminist networks or formalised consortia.

*"Our association's alliances and collaborative networks with other CSOs are structured around informal partnerships and ad hoc collaborations on specific projects." (Focus group, West Africa)*

The level of formalisation varies:

- some alliances are based on MoUs or framework agreements (Sri Lanka, Bangladesh),
- while others operate through informal relationships of trust, with a focus on proximity.

Barriers to collaboration are often linked to:

- **competition between CSOs** for funding,
- **lack of transparency** in network dynamics,
- **language or digital barriers**,
- or a **lack of knowledge about other actors in the local ecosystem**.

CSOs express a need for:

- **inter-CSO meetings to share practices**: CSOs unanimously responded that they wish to strengthen their skills in collaboration with other CSOs in terms of resource sharing, project management, joint advocacy, etc.
- **local, regional and thematic feminist coalitions**,
- **support for the co-construction of collective advocacy**, particularly on women's economic rights, access to land, the fight against violence and climate issues.

*"At a time when funding is limited, we must learn to work more as a network."* (Focus group in Ecuador)

## Communication: strong and consistent skills, but a strong demand for reinforcement

**Communication and awareness-raising are areas in which feminist CSOs generally excel.** Of the 195 organisations that responded, 127 consider themselves to have a high to expert level of competence in this area, which shows that this skill is well established in their daily practices. For many, it is an **essential strategic lever for getting messages across, mobilising communities, or carrying out advocacy actions**.

However, regional data show notable disparities. In Asia, 47.3% of CSOs report being at the expert level (level 5), compared to 34.1% in Latin America, while in Africa, only 21% reach this level. That said, 40.4% of African organisations are at level 4, reflecting a solid practice that is still being structured or consolidated.

On the specific issue of **inclusive communication** that takes into account gender and LGBTQIA+ inclusion issues, the responses reflect a good grasp of the basics: 62 organisations are at level 3 and 56 at level 4. However, only 26 CSOs report being at expert level. This shows that while the issue is taken into account, it is still often dealt with on an ad hoc or unsystematic basis. In Latin America, there is marked polarisation: 24.4% of CSOs are at level 2 and 41.5% at level 4, illustrating the still uneven dynamics of appropriation depending on the context.

The needs expressed in the questionnaires confirm the strategic importance attached to this area. Several priority themes emerge:

- **The development of awareness-raising campaigns** is the highest priority: 131 respondents gave it a score of 5. This result shows a desire to strengthen advocacy actions, with more structured, better disseminated and more impactful messages.



- **The creation of visual and digital content** (130 scores of 5) and the use of social media (117 scores of 5) are also high priorities. CSOs want to adapt their messages to new communication formats and make better use of digital channels, particularly to reach younger generations and increase their visibility.
- **Crisis communication management** (105 scores of 5) is seen as a major challenge. The sensitive issues that CSOs deal with (gender, LGBTQIA+, GBV, human rights) sometimes expose them to attacks, controversy or stigmatisation. This reinforces the need to professionalise the management of tense situations.
- **Media relations** also attract considerable interest (107 scores of 5), although several respondent CSOs are at levels 3 and 4. This topic is perceived as strategic, but still under-invested in. CSOs wish to strengthen their capacity to engage with the media and increase their public impact.
- There is also significant demand for **the development of a communication plan** (113 scores of 5). This need reflects a clear desire to move from ad hoc communication to a comprehensive strategy that is structured and aligned with the organisations' objectives.

Finally, the creation of a website is considered a priority by 99 respondents (score of 5), but there is some variation in the responses, with low scores also present (levels 1 and 3). This variation may reflect inequalities in access to technical resources, particularly in certain regions (such as Africa), or depending on the size of the organisations.

Analysis of the data shows that **feminist CSOs have integrated communication as an essential tool for their work**, particularly on social media and in awareness-raising campaigns. However, **there is still a significant need to structure this communication over time, strengthen its inclusiveness, and better anticipate crisis situations**. Expanding skills in strategic communication, controversy management and the production of appropriate content therefore appears to be a priority area for strengthening.

### Specific support needs:

- Support the **creation or strengthening of feminist solidarity networks**, promoting inter-country and intergenerational exchanges.
- Offer **practical training in strategic communication and digital advocacy**, with modules adapted to local realities.
- **Adapt tools to local realities**, taking into account the diversity of needs (for example, some CSOs may prefer social media to a formal website).
- Encourage **peer-to-peer exchanges and the pooling of resources** (communication kits, examples or campaign templates) to promote collective empowerment.

- **Fund these communication areas in calls for projects**, considering them as strategic elements rather than simple technical tools.
- Establish a **feminist advocacy school** structured around practical modules, mentoring and cross-country experience sharing.

In order to meet these needs, it is recommended that capacity-building programmes be developed that focus on:

- **Overall communication strategy** (plans, campaigns, crisis management)
- **Technical skills in digital content creation** (video, infographics, social media),
- **Media relations and communication in sensitive contexts.**



## IX) INCLUSIVE ECOLOGICAL AND CLIMATE TRANSITION

### The environment: a cross-cutting issue to be structured

According to the quantitative analysis, **91% of CSOs across all regions include an ecological dimension in their actions**. Africa has the highest proportion (96.8%) of feminist organisations integrating an ecological perspective into their actions and programmes. Asia is very close behind with 95.2%, while only 80% of Latin American CSOs surveyed incorporate an ecological dimension into their programmes.

*"The ecological dimension is an integral part of our work. We integrate environmental considerations into all our areas of intervention. [...] Within the FAME programme in particular, we also strive to strengthen feminist environmental leadership. We believe that women must make their voices heard in order to shape a just and inclusive ecological transition, particularly in regions such as ours, which are on the front line of the climate crisis. [...] These areas [in which the organisation operates] are particularly vulnerable to climate change and socio-economic disparities, which largely determines our programming." (Focus Group, Bangladesh)*

**The integration of an environmental agenda into programmes for the economic empowerment of women and LGBTQIA+ people is implemented by the majority of CSOs globally.** This integration takes various forms across different practices and sectors:

- Raising awareness of environmental impact
- Promotion of green economic models
- Use of sustainable agricultural practices
- Green entrepreneurship training
- Access to green financing
- Partnerships with sustainable development stakeholders
- Encouragement of green technologies
- Creation of support networks for the green economy
- Education on sustainable natural resource management

CSOs self-assessed the level of adoption of these different means of integrating climate issues into their projects with scores ranging from "1. not at all" to "5. a lot".

The results show that **the practices used by CSOs to integrate an environmental dimension into their projects are, in order of priority, raising awareness of environmental impact** (average score: 3.84), **promoting green economic models** (3.46) and **education on sustainable natural resource management** (3.35). The adoption of sustainable agricultural practices also ranks highly, with an average score of 3.29, reflecting the strong roots of these approaches in the territories. In Pakistan, for example, initiatives include green entrepreneurship, sustainable agriculture and environmental awareness at the community level. Programmes such as training in green products for marginalised communities combine women's empowerment with climate-friendly practices.

Conversely, **some practices remain underdeveloped**. This is particularly the case for **access to green finance** (2.68), the **creation of green economy support networks** (2.88), and **partnerships with sustainable development actors** (3.11), which appear to be under-exploited levers by the responding organisations.

**Looking at regional trends, there are some strong constants:** in all three geographical areas (Africa, Asia and Latin America), raising awareness of environmental impact and promoting green economic models are among the most commonly implemented actions. Conversely, the integration of the environmental agenda through access to green financing and the creation of networks for the green economy remain marginal, regardless of the regional context. These convergences show a shared awareness, but also similar structural challenges at the international level.

However, there are significant regional differences. **Green entrepreneurship training is one of the most widely used practices among Asian organisations** (with an average of 3.67), unlike Latin American organisations, half of which indicate that green entrepreneurship training is not at all a means of integrating an ecological and environmental dimension into their programmes (15 entries for "1. not at all" out of a total of 29 responses).

Across the board, the ratings of CSO respondents based in Latin America are significantly lower than those of CSOs based in other regions. Asian respondents reported very high scores, with averages ranging from 3.27 to 4.08 for all practices combined. African CSOs followed closely with averages ranging from 2.73 to 3.93, while in Latin America, the majority of ratings corresponded to a lack of implementation of the various practices listed, with a majority of entries for the rating "1. Not at all". These results should be viewed in the context of the target themes of the responding organisations in each region.

In the field, qualitative interviews reveal two main trends.

The first is that **of concrete but scattered local engagement**. In Bangladesh, some CSOs are implementing projects on plastic waste management, coastal resilience and sustainable agriculture, involving women and young people. In Sri Lanka, training courses are offered on vanilla cultivation and environmentally friendly artisanal production. In rural areas of West Africa, initiatives related to agroecological transition are slowly emerging. In Latin America, fewer CSOs are integrating an ecological dimension into their projects. However, one Bolivian CSO is working on environmental justice, addressing ecological issues as being deeply linked to women's rights, health and the current economic model.

The second trend is **a lack of tools, training and strategic vision**. Many organisations do not know how to combine ecology, gender and economics in a single action. There is a lack of training in feminist ecology or gender-sensitive climate finance. Few CSOs have environmental action plans, despite their interest in these issues.

## A need for recognition of women as actors in the ecological transition

Despite their strong local roots and community involvement, **women supported by CSOs are often excluded from decision-making spaces concerning natural resource management**, climate policies and land use planning. Faced with this marginalisation, **CSOs are calling for a more integrated and inclusive approach**. They insist on the **need to value traditional female knowledge** – whether in agriculture, processing or ecosystem care – to **strengthen women's access to essential resources** such as land, water and energy, and to **position them as key players in environmental advocacy**, particularly in rural areas or areas vulnerable to the effects of climate change.

Some organisations have already begun this process. In Bangladesh, a CSO is **raising awareness of the links between gender and climate** in coastal areas by actively involving women and young people in reforestation campaigns. In Morocco, another CSO is integrating the **cultural and environmental rights of indigenous women** into its advocacy, both nationally and internationally. In addition, in Asia and Africa, several organisations are working to raise awareness among communities about environmental protection by conducting **training activities** and **supporting local initiatives led by community groups**, particularly in the areas of recycling and sustainable agriculture.

## Towards a concrete and localised feminist ecology

**Environmental awareness is growing in the discourse of CSOs.** However, its implementation on the ground still faces several obstacles. On the one hand, **the lack of a clear frame of reference**, whether in terms of feminist ecology, environmental rights or climate justice, limits the structuring of coherent actions. On the other hand, **the lack of funding specifically dedicated to an ecological transition led by women** is a major obstacle. Finally, the digital and technical fragility of many organisations prevents the implementation of environmental projects that match their stated ambitions.

In this context, the needs expressed by CSOs are concrete and action-oriented. The organisations surveyed assessed the importance and urgency of several types of support to strengthen the integration of ecological practices into their projects. Among the most frequently cited themes are **training in sustainable agriculture, access to green financing, building partnerships for eco-responsible projects, training in natural resource management and environmental protection, access to resources for certifying sustainable and ethical products, and the management of women's and sustainable cooperatives.**

All of these needs are perceived as moderate to urgent, with averages above 3.9 on a scale of 1 (no need) to 5 (urgent need). Even the need considered "least urgent," namely training in sustainable agriculture, received a high average score of 3.93, and 97 CSOs (out of 195) ranked it as an urgent need (score of 5).

Two needs stand out in particular:

- **Training in natural resource management and environmental protection**, with an average rating of 4.31 and 110 responses at the highest priority level.

- **Management of women's and sustainable cooperatives**, which is even more highly prioritised, with an average of 4.33 and 128 entries at level 5.

Access to green financing (average rating of 4.26, 120 entries at level 5) and the development of partnerships for eco-responsible projects (average rating also of 4.26, 114 responses at level 5) also appear to be high priorities.

These results confirm the findings of the previous section on existing practices: **the needs expressed correspond to areas where practices remain limited, particularly access to green financing, partnerships and networks.**

Finally, regional trends reveal a notable difference: CSOs surveyed in Latin America generally give lower scores than those in Africa or Asia. Needs are perceived as "moderate" rather than urgent. This nuance confirms the previous observations: the adoption of an ecological approach remains more partial or in the process of being structured for CSOs surveyed in Latin America, whereas it is more advanced or prioritised in other regions.

Therefore, for a CSO support programme, **it is recommended to include specific sections on the functioning of and access to green finance<sup>7</sup> as well as on networking and partnerships related to climate issues.** Furthermore, these two points are consistent with and confirm the findings presented in the rest of this report.

- The section on CSOs' self-assessed needs identifies seeking external funding as the top priority skill to develop. Adding a perspective or section on seeking green financing would enable CSOs to increase their skills and knowledge in this area while strengthening and specialising in environmental issues.
- The same applies to seeking partnerships and networking. Other parts of the report indicate strong demand from CSOs for support on these two elements. Focusing on partnerships and networks related to environmental issues and sustainable development during the support programme would enable CSOs to acquire skills to better integrate into ecosystems related to the climate issues they address.

In addition, it is important to take into account the regional disparities observed in the integration of the environmental agenda by CSOs. As a result, Latin American CSOs in FAME could make progress in integrating an environmental agenda into their programmes by benefiting from more in-depth support.

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<sup>7</sup> It should be noted that access to green financing is often unavailable to small organisations and that the mechanisms vary from country to country. Consideration could be given to training organisations on the arguments and elements expected in these financing programmes, to enable organisations to find potential partners to respond to them and to develop their skills.



## Specific support needs:

- **Integrate feminist ecology** as a central focus of CSO strengthening, in line with their local priorities.
- Provide more in-depth support to Latin American CSOs to help them integrate ecological transition issues into their actions and projects.
- **Equip CSOs to mobilise climate resources** (green funds, resilience mechanisms, renewable energies).
- Train CSOs to **improve their skills in natural resource management and environmental protection**, as well as in the management of women's and sustainable cooperatives.\*
- Train CSOs to access low-tech solutions that require little or no digital tools and skills.
- In line with the other sections of this report, CSOs express a strong demand for training and support on access to green finance, as well as on networking and seeking partnerships related to climate issues.
- **Promote local ecological narratives, knowledge and practices** led by women, particularly in rural or indigenous areas, which can be linked to communication and/or advocacy actions.
- **Promote CSO initiatives** to strengthen women's access to essential resources and position them as key players in environmental advocacy.
- **Create spaces for gender-climate dialogue between CSOs**, local authorities and donors.



# GENERAL CONCLUSION AND CROSS-CUTTING RECOMMENDATIONS

## A diversity of contexts, a community of challenges

Through focus groups conducted with feminist organisations in West Africa (Togo and Benin), North Africa (Morocco), South Asia (Bangladesh and Sri Lanka), and Latin America (Bolivia, Ecuador and the Dominican Republic), **the cross-analysis reveals a contrasting reality, but one that is characterised by strong common dynamics.**

The CSOs involved carry out **actions that are deeply rooted in their territories**: combating gender-based violence, economic empowerment of women, access to rights, sexual and reproductive health, cultural or climate advocacy, etc. **They are key players in social change, often working closely with the most marginalised communities.**

However, their capacity for action remains weakened by several factors: lack of stable funding, weak management tools, limited access to continuing education, social and institutional pressures, the digital divide, and a lack of institutional recognition in certain regions.

**These findings confirm the strategic importance of strengthening feminist CSOs in a holistic, sustainable and contextualised manner if we want to achieve a real transformation towards an inclusive, feminist and solidarity-based economy.**

## Cross-cutting recommendations

In light of the assessment, a number of cross-cutting recommendations can be made to inform the capacity-building plans designed by the members of the FAME consortium for the CSOs supported by the programme.

### 1. Structure tailored capacity-building pathways

- Develop tailor-made continuing education pathways according to maturity levels: project management, governance, digital, M&E, HR, advocacy, etc.
- Set up train-the-trainer (ToT) programmes to promote internal knowledge transfer. This format can also be implemented among FAME consortium members with complementary expertise, with a view to widespread dissemination tailored to the CSOs supported according to their contexts.

- Adapt content to literacy levels, local languages, and the realities of CSOs. Ensure that content can be translated into several languages, ideally beyond the main languages of the project (English, French, Spanish).
- Make content available in several accessible formats (infographics, videos, fact sheets, podcasts, visual aids, e-learning, reference documents, face-to-face or online training, live support, experience sharing, communities of practice, case studies, etc.) to encourage its uptake. Mentoring programmes and individual coaching can also be effective levers for skills development.
- Equip CSOs with the tools they need to document and demonstrate the impact of their actions.
- Equip organisations to develop their strategic and organisational plans.
- Provide training in project writing, risk management and donor requirements.
- Offer content produced by a variety of stakeholders (consortium members, external partners, service providers/consultants, content from CSOs themselves and their projects, etc.).

## **2. Strengthen sustainable, flexible and appropriate funding**

- Support CSOs' access to multi-year and feminist funding.
- Support the diversification of funding sources: hybridisation of the economic model, community contributions, individual donations, partnerships with the local private sector.
- Promote collaborative co-financing mechanisms
- Support ethical and sustainable income-generating activities (feminist entrepreneurship, local crafts, solidarity services, etc.).
- Support women's and CSOs' access to gender-sensitive climate funds.

## **3. Supporting the digital transition of CSOs**

- Bridge the digital divide through workshops, accessible tools and support for digitalisation.
- Provide training in digital technology and cybersecurity
- Fund equipment and secure tools
- Capitalise on practices and tools

## **4. Supporting the ecological transition of CSOs**

- Fully integrate ecological issues into projects: sustainable agriculture, waste management, renewable energies, climate-gender.
- Offer practical training on the links between gender, climate and ecology, and promote local knowledge held by women and marginalised groups.
- Organise collective workshops on tools for integrating environmental issues.

## **5. Strengthen feminist advocacy at all levels**

- Support the development of coherent, multi-channel advocacy strategies.
- Provide training in digital communication, multilingual content production and community mobilisation.
- Create spaces for dialogue with decision-makers at local, national and regional levels.

## **6. Support collective and intergenerational dynamics**

- Create spaces for exchange and feminist coalition-building between CSOs in the South (cross-disciplinary workshops, learning visits, platforms).
- Encourage the sharing of knowledge, tools and resources among partner CSOs.
- Support intergenerational and inclusive initiatives, particularly with LGBTQIA+ people, rural women, indigenous women and women with disabilities.
- Work on and promote an intersectional approach that takes into account and recognises the multiple vulnerabilities affecting individuals (through factors such as social class, age, ethnicity, sexual orientation, gender identity, migration status or disability intersect and generate specific inequalities) in order to design fairer, more inclusive and effective strategies, policies and actions.
- Encourage mentoring and knowledge transfer dynamics within structures.

## **7. Strengthen the recognition and security of CSOs**

- Strengthen the capacity of CSOs to navigate complex institutional environments and analyse the laws that govern them.
- Support the security of people, data and premises, particularly in sensitive contexts.
- Document, promote and recognise the role of CSOs as agents of social and political transformation.

- Create participatory capitalisation mechanisms to disseminate their outputs, practices and narratives.
- Position and promote CSOs as knowledge holders, field experts and content producers.

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