

EVPA CoLab AWARD

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THE GREAT CAUSE STOP VIOLENCE AGAINST WOMEN

MOBILIZING ALL ACTORS OF CIVIL SOCIETY TO CREATE ACTION PLANS TO FIGHT AGAINST VIOLENCE TOWARDS WOMEN ON A NATIONAL SCALE

Submitted by the Make.org Foundation, France

Make.org Foundation implements actions of public interest, stemming from the will of citizens and having a decisive impact on a national scale.

We are looking for increasing national impact on nine fundamental causes by creating and supporting more than fifty social projects. Projects are selected to answer the citizen's will expressed in massive consultation and to have the maximum impact potential. These are nine fundamental causes :

- Fighting against violence against women
- Giving every young person a chance
- Making culture accessible to all
- Enabling better nutrition to all
- Protecting children against all forms of violence
- Acting together and now for the environment
- Reducing territorial inequalities
- Taking better care of the elderly
- Giving a real place to people with disabilities

To achieve the expected changes and improvements, we work under our specific model we developed, named the Great Causes. This is a 3-year work cycle that includes a citizen consultation phase (3 months), a conception phase through various workshops (6 months) and a national project deployment phase (27 months).

BACKGROUND

A. Which **type of organisation** are you (tick all that apply)?

- An Intermediary: an advisory, capacity building organisation or research organisation supporting capital providers, impact delivery organisations and other stakeholders and/or enhancing knowledge in the impact economy.

- A Market builder: a network and movement aiming at strengthening the impact economy ecosystem.
- An Impact Delivery Organisation: An organisation that delivers real world impact to end beneficiaries (and needs to raise capital for this purpose).

B. Please briefly summarise your **mission**

Make.org Foundation is a neutral and independent organization whose mission is to engage citizens and mobilize civil society to positively transform society. We are convinced that these changes can only be built on popular consensus. This is why we have developed a unique method of massive consultation, capable of reaching several million people. Our approach consists of identifying the ideas that are most widely supported, and then building a collective action that is legitimized by the support of the greatest number of people. We have deployed this method for the first time in our great cause dedicated to fight against violence against women.

In November 2017, Make.org Foundation brought together the leading associations in the fight against violence against women, companies and foundations, startups, institutions and the media to launch a major societal fight together: the Great Cause "Stop Violence Against Women". In 3 years, the Great Cause has allowed the mobilization of all the actors of civil society to create a plan of actions of national impact to fight against this violence.

The action plan aims to reduce the number of women assaulted by raising the awareness of young people from an early age and by allowing a better education by the National Police and Justice. These actions make it possible to treat the problem structurally, by sensitizing for example 8 million people to the stereotypes of girls and boys, or by training 10,000 police officers in the reception and orientation of women victims, but also conjuncturally by intending to support 10,000 women in their emergency shelter. The programs developed in consortium with associations, companies and public entities, aim to change this system, by tackling the root causes of the issues in a way that leads to a shift in structures, rules, power dynamics, mindsets and paradigms.

C. Which of the **use cases** does your practice(s) apply to? Please tick all that apply!

- Social innovation in public services / with public authorities
- Open social innovations
- Building impact (investing) ecosystems
- Public – private (blended) financing vehicles and mechanism

D. Which **system practice field(s)** does your practice apply to? Please select the most relevant (max three).

- Systems diagnostics
- Strategy design
- Collaboration

E. Please give us a brief background 1) what motivated you to act and who initiated the practice(s), inside or outside your organisation, and (if applicable) 2) describe the event that triggered your engagement.

The Make.org Foundation project is taking place at a time when representative democracy is showing its limits, whether it be with the abstention rate (66% in the 2021 regional elections), the loss of confidence in politicians or the distance between elected officials and the reality on the ground. This observation leads us to rethink democracy as a whole and especially the importance of the citizens' will in the legitimization of projects. This is why we have developed

Great Causes programs, whose action stems from a massive citizen consultation, allowing us to conceive and deploy concrete actions responding to the citizen's will.

As part of the Great Causes projects, Make.org Foundation decided to launch a large citizen consultation around the following topic: stop violence against women. This proposal was put in place following #metoo and the alarming statistics on the number of women victims of violence in any kind. Indeed, 100% of women have been victims of sexual harassment on public transport, 1 woman out of 3 has been subjected to physical and/or sexual violence, 12% of French women have already been victims of rape, every 3 days a woman dies under the blows of her (ex) partner.

THE PRACTICE(S)

F. Please describe the key elements of your collaboration and system change practice so that we better understand what the practice entails, how it works and what makes it interesting.

The great causes and projects deployed by Make.org foundation start from the citizen consultations published on our website "Make.org". These consultations allow us to respond to the democratic expectations of citizens by fully engaging them in social decisions. For six months, hundreds of thousands of people had responded to the consultation "how can we fight against violence against women ?" through different means :

- The possibility to submit a proposal by issuing a short answer of 150 characters maximum to the question proposed by the consultation
- The possibility to react to the proposals made thanks to "agree", "disagree" and "neutralvote" buttons. These reactions make it possible to target the proposals which are agreed upon and those which are rejected by the majority, but also to separate the ideas which are more debated.

The consultation engaged thousands of citizens through a 360 degree communication campaign (social ads, press release, widget through media partners, social network of the partner, etc.)

Following this citizen engagement we have also worked to establish a commitment from a large number of experts, associations, media, public institutional support, corporate sponsors and partners on the subject of violence against women. We set up consultation workshops around the consensus of the citizen consultation and working groups, to identify and co-design 50 actions.

Then, we selected the 10 best ones and defined for each action a budget, a schedule, the roles of each actor in the implementation of the project and the impact measurement necessary for the evaluation and the steering. Bringing these actors together has allowed a most effective deployment of solutions on a major social issue that is still under-funded and under-considered.

This coalition is the essence of everyone's commitment to the success of the project.

G. Briefly **analyse the situation before you introduced the practice**. What contributed to maintaining the status quo and producing (undesirable) results, e.g. resources (or lack of resources), rules (informal and formal), roles (relevant actors from the public, private and social sector, their legitimacy or effectiveness) and/or the kind and quality of relationships (informal and formal cooperation, power dynamics, information flows).¹

¹ See more details on using the 5R framework (Results, Ressources, Rules, Roles, Relationships) for systems analysis for example here Ashoka [Online Guide on System Change, part 3](#) ¹ based on USAIDs Programm Cycle.

Concerning the global project of Make.org Foundation, we have noticed that a constant decrease of citizens' participation in the democratic debate requires a new legitimacy to their will. This is why our actions all originate from a massive citizen consultation, which is then translated into research and actions of general interest deployed on a national scale.

Concerning Stop Violence Against Women cause, we have conducted our project based on three observations:

- A lack of financial resources allocated to the fight against violence against women.
- A lack of diversity in the nature of the actors fighting against these violences. In fact, at the beginning of our work, we noticed that 90% of the financial resources allocated to the subject came from public institutions. This unilateral financing creates a strong competition between the NGOs that are experts or actors in the subject, which is detrimental to the synergy and cohesion of the NGOs.
- In addition to the competition, and even mistrust between NGOs, there is a lack of understanding and collaboration between NGO's, the media, public institutions and companies involved in the subject.

To respond to these three obstacles to the development of concrete solutions to fight against violence against women, we have decided to create a consortium of actors of all kinds in order to promote the exchange of expertise and the realization of effective actions.

H. Please describe the **actual results** you sought to achieve with your practice, **the parameters you sought to influence most**; roles, relationships, rules, and resources and how?

Within the Great Cause, we have mainly developed 4 structural and curative actions responding to citizen demands. Each of these actions has been implemented through consortia composed of citizens, public actors, private partners and NGOs.

1. "Chouette pas chouette", is a series of 16 episodes of 1 minute and 30 seconds, addressing the stereotypes of girls and boys and raising awareness about respect for difference. The media coverage was a real success because, for the first time, all the TV channels and all the broadcasting groups like 2 minutes or Gaumont broadcasted the series. In addition to other means of broadcasting (48 publications, 14 dedicated print publications, 9 radio broadcasts including 3 dedicated programs, 1 report by the Brut media) this massive broadcasting allowed, one month and a half after the first viewing, to count 3,825,000 listeners including 1,445,000 4-10 year olds, including nearly $\frac{2}{3}$ aged 4-6 years. We also count the distribution of the manual with the characters of the series to all teachers of cycles 1, 2 and 3.
2. "Comprendre pour mieux agir" aims at raising an awareness action for police officers to improve the handling of women victims of violence, in addition to existing training. There are 15 modules of 4 minutes each, which were co-constructed between Make.org Foundation, "Le Collectif Féministe contre le Viol" and National Police and are currently offered to the 66,000 police officers and staff of the Ministry of the Interior.
3. "Mémo de vie" is a digital platform that allows women victims of violence to become aware of the violence they have suffered. They can build up a history, in a confidential and secure manner, of the dates, places, context and injuries they have suffered from. It also informs the victims about the steps to take and the existing support. Thanks to a diary summarising the facts, victims can become aware of their situation and gather documents and evidence for potential legal proceedings. The project's goal was to make this digital platform known for 20,000 women. One month after its implementation, it has allowed the creation of 1281 accounts, the addition of 500 events per month on average, the connection with a useful contact of 160 people per month and the training of 400 professionals thanks to 1h15 workshops.

4. “Abri d’urgence” aims to use the underexploited asset of unsold hotel nights to help women victims of violence who cannot find a place in the emergency shelter network. It offers an emergency solution that allows women victims to be sheltered for 15 to 20 days, while a more permanent accommodation solution is found. The project also includes their transport by cab from their homes to the hotel, the support of NGOs and the distribution of basic necessities. Between December 2020 and February 2021, 332 stays were made, 227 people in total, including 117 women and 111 children.

- I. Please describe the **intended results** you sought to achieve with your practice and **the parameters you sought to influence most** – if considerably different from the actual results described above.

For each project, we have developed an action plan with qualitative and quantitative objectives. For some actions, the quantitative results do not reach all the objectives. Nevertheless, all the actions have driven structural and qualitative improvements, making this first major cause a success in terms of social impact.

1. Chouette pas chouette intended to sensitize 80% of the 4-6 years old to the fight against ordinary sexism thanks to a youth program broadcasted by all the television channels and to pedagogical kits for teachers and families. The actual results are very favorable and the awareness and media coverage have been very strong. We have planned the release of the manual in bookstores, an international distribution and the production of new episodes.
2. “Comprendre pour mieux agir” intended to deploy an awareness-raising campaign for 66 000 police officers to improve the way police services deal with women victims of violence, in addition to existing training. Today, the modules are still on the front page of the National Police training platform and have been integrated into the mandatory modules of the police training.
3. “Memo de vie” intended to help 20,000 women victims of domestic violence each year to become aware, secure documents, get information and call for help, thanks to a digital platform. The process of prescription by the professionals being rather long, the objective will be reached in a longer time. Nevertheless, we benefit from the recognition and partnership of the Ministry of Justice, the Gendarmerie, the National Police and the Medical Association.
4. “Abri d’urgence” intended to allow each year 10,000 women victims of violence to have access to safe emergency shelter by mobilizing unsold hotel nights. Despite the period of confinement that affected many hotels, the impact of this operation is on a very positive dynamic with the creation of a dedicated booking platform for women victims of violence and a national deal with the largest hotel group Accor in place (platform CEDA).

All these actions allowed other positive externalities. They helped the emergence of the debate in a peaceful way and the reinforcement of the media coverage of the subject thanks to the coalition of various actors around this issue that worked with us to implement long-term systemic actions.

- J. Please specifically explain the **role other actors and collaboration played** in this practice (if not the main practice itself) and insert a figure that illustrates the main stakeholders and partnerships that play a role in the practice you are presenting here.

The deployment of the great cause could not be done without the coalition of the civil society united to act together against violence against women. In order to deploy our actions, we have brought together more than 400,000 citizens, more than 100 celebrities supporting the project, 13 companies including 3 founding partners, 18 media, 7 institutions and 35 NGOs and start-ups.

Here are a few examples of different nature of partnership :

- Kering, our founding partner, who gave us its support from the beginning of the conception
- EY, which co-worked as project manager
- Public institutions, such as Minister of Justice and the Minister of the Interior, which worked as communication relays
- Coalition of media as distributor in the relay and broadcasting of the program Chouette pas chouette.

For each project, we deployed special collaboration to reach our initial objectives.

1. Chouette pas chouette benefited from
 - Gaumont and 2minutes as producers broadcaster for the serie and the book
 - The coalition of 18 media such as France TV, Gaumont, TF1 which co-constructed, financed and broadcasted the series Le CLEMI as educational pilot
 - The NGO Chienne de Garde as content designer
 - EY as skill-based sponsor
2. Comprendre pour mieux agir benefited from
 - National Police as project owner
 - Collectif féministe contre le viol as training content designer
 - Coopacademy as training modules designer
3. Mémo de vie benefited from
 - France victime as project owner
 - Shareit as responsible for scoping and technical development
 - Fonds pour le civisme en ligne et L'oréal fonds pour les femmes as sponsors
 - Ministry of Justice, National Police and the Ministry of Equality between Women and Men, Diversity and Equal Opportunities as Institutional support.
 - National Gendarmerie, L'ordre des médecins, National Police as prescriber of Mémo de vie toward women
4. Abri d'urgence benefited from
 - Fondation des femmes as project owner
 - The NGO Fédération National Solidarité Femme and her 74 NGOs to take care locally of the process
 - L'oréal fonds pour les femmes and Fondation Groupe Primonial as sponsor
 - EY as skill-based sponsor

These works have created positive externalities on two levels. The first is the actions of the great cause, which have made it possible to support thousands of women who are victims of daily violence and to raise the awareness of a large number of actors and citizens on this subject. The second is more internal to the functioning of Make.org Foundation and concerns the social impact of the pooling of expertise between actors of different kinds.

YOUR INSIGHTS

K. What went well and why? What were the challenges you faced and how did you overcome them? What would you do differently today and why?

The mobilization of citizens via the consultation was a success. The Great Cause mobilized more than 400,000 participation, counting proposals and votes. We succeeded in synthesizing all the proposals thanks to data analysis and in translating them into a concrete report that can be activated as a project. This allowed us to carry out 4 actions: "comprendre pour mieux agir", "chouette pas chouette", "Memo of life", "Emergency shelter".

Several challenges were presented to us:

- How to imagine decisive devices on an issue with few financial resources?
- How to mobilize new sources of financing and the commitment in kind of large groups (TV channel, free space, unsold hotel nights)

One of the possible points of improvement is certainly the optimization of our conception process. We felt it was necessary to shorten the operational implementation time of the different actions in order to achieve a social impact more quickly. Our goal is to be able to have a first set of results one year after the launch of a project.

L. Which three pieces of advice would you give to your peers?

1. The viability and sustainability of such a project was made possible by the mobilization of all stakeholders. The energy and intensity deployed by all the actors has allowed structural changes and systemic and determining social impact.
2. The choice of the right actors is also one of the keys to the success of the project. Whether they are private collaborators or donors, NGOs or public institutions, the strategic choice of project leaders is undeniably a major factor in the viability of our project.
3. The synergy between the impact of the actions carried out and the will to improve the global democratic dynamics help us to manage such projects.

FURTHER RESOURCES

<https://foundation.make.org/>

<https://www.youtube.com/watch?v=APWuO4eqH30>

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