



# Gender Orientation Pack

October 2015

## Key information for CARE staff

**OVERVIEW** This orientation pack links new staff to critical program frameworks, tools and guidance on gender. CARE has a wealth of gender resources and technical support to deepen our programming and organizational gender work so this document aims to connect you at the right time in the right way. For existing staff, it provides links to the latest versions of documents and guidance. This document has three sections: the first outlines key gender resources, the second describes the gender networks at CARE and the third explains how to access technical support. This pack draws on and links to guidance documents from different teams across CARE and will be updated as new materials and guidance are developed. Some of the links in the document require a username and password for Minerva, the CARE International Intranet – if you do not already have one, please send your name, job title and email address to [kmod@care.ca](mailto:kmod@care.ca) to request this. This document will be periodically updated so check [here](#) for the latest version.

**“How do I link in with other practitioners who are doing similar work?”**

**“There’s no shortage of guidance and tools in CARE.  
How do I find what I need?”**

**“Where do I find technical assistance for programmatic or organizational gender work?”**

## 1. Key gender resources

### Policies, Frameworks and Guidance

#### CARE International Gender Policy

Adopted in 2009, the [Gender Policy](#) marked a major step in reconfirming CARE's commitment to ending poverty and social injustice by promoting gender equality in our programmatic, advocacy and organizational practices. The policy outlines CARE's explicit commitments to support gender equality and sets out four common standards to guide our work across all CARE offices.

#### CARE International Policy on Prevention and Response to Sexual Exploitation and Abuse

Adopted in 2009, the [PSEA Policy](#) commits CARE to prevent and take seriously all concerns about sexual exploitation and abuse involving CARE employees and related personnel and implement six core principles.

#### CARE 2020 Program Strategy

The [Program Strategy](#), approved in 2014, emphasizes that gender equality and women's voice (GEWV) and addressing gender based violence (GBV) are central to CARE's vision of addressing injustice and poverty. As part of the CARE approach, along with inclusive governance and increasing resilience, GEWV is central to everything we do: in organizational practice, humanitarian and development programming and advocacy. Additionally, a 'life free from violence' is part of one of four outcome areas in the Program Strategy and cross cuts all our work.

## Humanitarian and Emergency Strategy

Humanitarian action is a principal element of CARE's 2020 Program Strategy and plays a fundamental role as one of the three principal outcome areas. CARE's [Humanitarian and Emergency Strategy](#) (HES) was adopted by the CI Board in 2012 and was used as a foundational piece for the development of the Program Strategy. The HES was refreshed in 2015 to *inter alia* deepen our focus on gender equality and strengthen women and girls' voices.

## Gender Equality and Women's Voice Guidance

This document (draft July 2015) aims to provide teams with clarity on CARE's approach to GEVW with the information and tools to take this forward. This represents the most comprehensive up-to-date information on CARE's approach to gender equality and women's voice, outlining our theory of change, minimum standards, innovations and models, monitoring evaluation and learning. Latest version will be posted [here](#).

## Gender Based Violence Strategy

As both a driver and consequence of poverty and social injustice, GBV is integral to CARE's GEVW approach across humanitarian and development contexts. The [GBV Strategy](#), developed in 2015, is a result of global collaboration. There are individuals across CARE working to operationalize the Strategy: Program Guidance Group (coordinated by Leigh Stefanik, [lstefanik@care.org](mailto:lstefanik@care.org)) and Measurement Group (coordinated by Ashika Gunasena, [Ashika.Gunasena@care.org](mailto:Ashika.Gunasena@care.org)). If you'd like to be part of our collective efforts to take the GBV Strategy forward, we'd very much welcome your contribution.

Over the past year, there has been incredible momentum to advance GBV prevention across CARE's work. We encourage you to submit your own/team photos to our ongoing Tumblr to stand against GBV [click here](#).

## Explanatory Note on CARE's Gender Focus

Developed in 2012, the [Explanatory Note](#) clarifies key concepts and strategies to ensure that CARE has common and coherent understanding, practice and communication of gender equality. (Note: the GEVW Guidance above draws on and further updates this document.)

## Platforms and Tools

### Strategic Impact Inquiry (SII) on Women's Empowerment

A four year research effort, beginning in 2005, through which CARE produced a theory and framework of women's empowerment based around Agency, Structure and Relations (this framework has now been updated in the Gender Equality and Women's Voice Guidance as the Gender Equality Framework). The SII provides CARE with a comprehensive evidence base on women's empowerment reviewing 400+ projects and sectoral reviews. The full SII library is [available here](#).

The series of Briefs captures key learning and recommendations on women empowerment topics including GBV, engaging men and boys, women

organizing, emergency response, etc. CAREs 'Strong Women, Strong Communities' report is a useful summary of the Strategic Impact Inquiry for staff, partners and donors alike. Prepared in 2010, it remains highly relevant to our work. Available [here](#) and [here](#).

**Gender Analysis:** Gender analysis helps us understand the critical issues at the heart of gender inequality and is a key requirement of CARE's work. We have a range of guidance and tools to support gender analysis for humanitarian and development programming as well as analysis for organizational change and advocacy purposes:

1. The [Gender Toolkit](#) is a comprehensive online resource to support gender analysis in programming, organizational change and advocacy. CARE's [Good Practices Framework for Gender Analysis](#) outlines eight core areas of inquiry to support deeper analysis of gender and power relations.
2. The [Gender in Emergencies Guidance Note](#) on rapid gender analysis provides guidance for use in rapid response situations and can be built up progressively over time. [Also on Minerva [here](#)].
3. [WEIMI Guide](#) (Women's Empowerment Impact Measurement Initiative) helps teams to link project-level monitoring and evaluation to impact measurement systems at program level.

## CARE Gender Wiki

The [Gender Wiki](#) contains user-generated content from around the CARE world to promote knowledge sharing and learning around gender. Staff can find resources and technical guidance such as: Global Learning Briefs on Engaging Men and Boys; Guidance for Gender-Based Violence Monitoring and Mitigation within Non-GBV Focused Programming; and Gender in Emergencies Guidance Notes.

We want staff to feel empowered to add good practices and relevant material to the Gender Wiki and encourage knowledge sharing. The Gender Wiki is a living space so staff are invited to edit and add resources. To do so, sign up to become members on the wiki site and then you will receive approval from an administrator. As an open site please don't add sensitive information. Note the orange bar on the left hand side allows you to navigate to different gender pages containing relevant information.

## CARE Emergency Toolkit

This is a comprehensive online resource with detailed frameworks, guidelines and formats to prepare for and respond to emergencies. Email [emergencytoolkit@careinternational.org](mailto:emergencytoolkit@careinternational.org) for username and password. [Available here](#) click on Part II Programming Guidelines / Cross Cutting Issues / Chapter 9 on gendered approach to emergency response with examples, checklists and links to guidelines and resources.

## Gender in Emergencies Guidance Notes

This guidance series provides information on gender in emergencies approaches, training, tools and resources, [available here](#). Currently the series includes guidance on key processes overview; integrating gender equality into

project designs; rapid gender analysis; gender in the emergency preparedness planning process; gender action plans; gender marker; recruiting gender balanced teams; and partnerships. These include tips and tools applicable across our development and humanitarian programming.

#### **Minerva**

Minerva is a CARE space for storing and sharing information and managing documents. If you don't yet have a password, please request from [kmod@care.ca](mailto:kmod@care.ca) by sending your name, job title and email address. The key gender pages are [here](#) and [here](#). Some content is replicated on the Gender Wiki which is open access.

### **Training and capacity building**

#### **Gender Equity and Diversity (GED) training manuals**

With improved understanding of GED, CARE staff have a greater ability to provide support for women's decision-making and empowerment, promote changes in attitudes around gender roles, and help men and women live harmoniously. These manuals are a comprehensive resource to support training of staff and partners in gender equality, diversity, women's empowerment, engaging men and boys and training of facilitators manual. Available [here](#) in English, French, Spanish and Portuguese. From 2011-14, 140 facilitators were trained across CARE who in turn trained 2,100+ staff and partners on GED. Contact Walter Fordham ([fordham@care.org](mailto:fordham@care.org)).

**"To effectively address the power norms outside CARE, we must practice gender equality and diversity inside the organization"**

female CARE Rwanda staff member

#### **Gender in emergencies training**

*Different Needs – Equal Opportunities: Increasing Effectiveness of Humanitarian Action for Women, Girls, Boys and Men* online training by the IASC is [available here](#). All CARE staff working in emergencies are encouraged to complete this. CARE has also prepared training resources that integrate gender into preparedness and response and these are available through the Gender in Emergencies team email [emergencygender@careinternational.org](mailto:emergencygender@careinternational.org).

#### **CARE Academy**

This is a global learning source that supports staff development. There are a number of e-learning modules on a variety of topics relevant to CARE's gender work including Managing Diversity and Inclusion, Dialogue Across Differences, Workplace Harassment, ISOFI (Inner Spaces Outer Faces Toolkit for learning and action on gender and sexuality), and Addressing Poverty and Social Injustice Self-Study Guide. Access to CARE Academy [available here](#). You'll need to request a password from [academy@care.org](mailto:academy@care.org).

## **2. Gender networks and groups**

There are a number of gender networks, listservs, working groups and communities of practice across CARE. This section helps you locate the group/s that will be most relevant for your work and interests.

#### **Gender Hub (*working title*)**

Creates a common platform for sharing ideas, best practices and resources, as well as promotes cross border and cross sector collaboration to advance CARE's gender ambitions. After a hiatus of a couple of years, the Gender Hub—previously known as the Gender Working Group—will re-start around November 2015 to support knowledge exchange and a platform for regular sharing, through an e-bulletin and possibly a more dynamic medium for practitioners. This is a global group, open to any interested CARE staff across functional areas, led by Laura Taylor ([ltaylor@careinternational.org](mailto:ltaylor@careinternational.org)).

#### **CARE International Gender Network**

CIGN provides thought leadership for promoting high quality programming and impact to advance gender equality and support CARE's organisational transformation for greater accountability to the commitments made in the CI Gender Policy. CIGN is a work group with members committing time and energy to the agreed work priorities, typically through 3-4 sub working groups every year. CIGN is led by three rotating co-chairs. For 2015 they are Margaret Capalazo ([Margaret.Capalazo@care.ca](mailto:Margaret.Capalazo@care.ca)), Theresa Hwang ([thwang@care.org](mailto:thwang@care.org)) and Alexandra Wilde ([Alexandra.wilde@care.no](mailto:Alexandra.wilde@care.no)).

#### **Women Peace and Security Working Group**

Focuses on WPS and UN Resolution 1325. This group focuses on advocacy with an increasing focus on programming. Priorities for 2015 include consulting





grassroots women's groups on the final Global Study on 1325; advocacy on gender and the World Humanitarian Summit; and input to the CI Program Strategy deliberations on Freedom from Violence and Voice. Open to any interested CARE staff and led by Howard Mollett ([mollett@careinternational.org](mailto:mollett@careinternational.org)).

#### **Engaging Men and Boys Working Group**

An informal forum for sharing information and learning about engaging men and boys for gender equality. Open to interested CARE staff and led by John Crownover ([jcrownover@carewb.org](mailto:jcrownover@carewb.org)). Key documents [here](#).

#### **Gender Based Violence Working Group**

Aims to enhance GBV program quality through cross-learning and peer-to-peer support and provides an informal mechanism for program staff to share challenges, resources, and queries with one another in a safe space. Open to any interested CARE staff and led by Leigh Stefanik ([lstefanik@care.org](mailto:lstefanik@care.org)). Key documents [here](#).

#### **Impact Measurement for Gender and Women's Empowerment Working Group**

Provides a platform for exchanging information, documents, useful links and events; sounding board for ideas and input; a forum for sharing and discussing good practices and case studies, on measurement of gender and women's empowerment programming. Regular WebEx presentations are held and recordings available [here](#). This group, led by Nidal Karim ([nkarim@care.org](mailto:nkarim@care.org)), is open to any interested CARE colleagues.

#### **Institutional GED Working Group**

Serves as an informal forum for sharing experiences and supporting and learning from each other on institutional GED. This is open to any interested CARE staff and has about 100 colleagues on the email distribution list. We are currently seeking an individual/s to lead this group, please contact Laura Taylor ([ltaylor@careinternational.org](mailto:ltaylor@careinternational.org)) if you would like to contribute to this important work stream. Key documents [here](#).

#### **Asia Pacific Gender Community of Practice**

Exchange knowledge, pose questions and share information on CARE's gender work (humanitarian, recovery and development programming and institutional change); and identify areas for collaboration at a regional level. This group is led by TBC (C/Australia), and open to gender focal points and specialists from country offices in the Asia Pacific region and interested CARE members.

#### **Do you want to start a new community of practice?**

Link up with other peers in your region or follow a

thematic focus to start your own community of practice. Typically, it requires someone to facilitate and encourage sharing but could be done creatively through a rotating facilitator role. Contact your RMU (if applicable) or Laura Taylor ([ltaylor@careinternational.org](mailto:ltaylor@careinternational.org)) to see how to link in gender people in your region. Let us know about it so we can support and help promote the group!



### **3. Accessing technical support**

There are a number of ways you can access technical support for gender work.

#### **Your CARE member or project partner**

Contact your CARE member or project partner who can provide guidance on technical gender staff or external consultants that could be appropriate to your needs.

#### **Gender in Emergencies Team**

Can provide technical assistance and support to all aspects of gender programming in emergencies including gender, protection and GBV. The GiE team also draws on the CI-RED roster with around 20 gender specialists. Contact [emergencygender@careinternational.org](mailto:emergencygender@careinternational.org).

#### **CARE USA-managed Global Gender Network**

Utilizing staff and expertise from within CARE globally (as well as drawing on a core group of external consultants), the Global Gender Network provides expert gender consulting services, for a fee, to CARE offices and external organizations: These services are: (1) gender and diversity training, (2) gender analysis, (3) program design /proposal development; and (4) gender monitoring, evaluation and learning support. Contact: [zelah.senior@care.org](mailto:zelah.senior@care.org).

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