

Progress Update on Advancing Gender Equity and Diversity in FY2004 - 2005



As we begin this calendar year, we are pleased to share with you some highlights of our journey to promote gender and diversity in CARE over the last 12 months, and focus on our common efforts to achieve new breakthroughs in 2005.

I. Key Highlights of Global Events And Actions

Expanding and Connecting the Network of Champions

- In May 2004, Peter Bell received the Mildred Robins Leet Award presented to CARE by InterAction in recognition of our work to advance gender equity. This award was an opportunity to share CARE's work and lessons in promoting gender and diversity with many NGOs who attended the InterAction conference.



Discovering new ways of sharing and learning at the global workshop

- A global GED Change Agents Meeting was organized in Addis Ababa in May 2004. 48 colleagues participated from the CARE International world representing five regions. The meeting experimented with a model for transformation and encouraged the group to discover their own values and passion and explored themes of human rights, power relations, poverty

and its relation to gender and diversity. Best practices from across CARE were shared, and the implications for the organization were discussed.

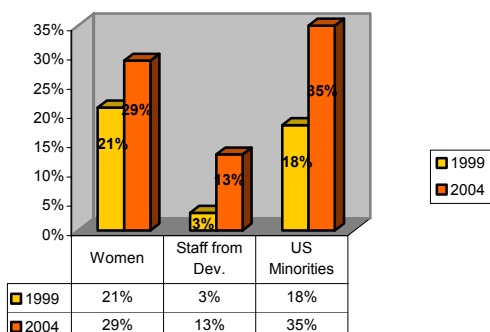
What a wonderful week we had in Addis! Excellent workshop, amazing approaches, rich learning, feeling very motivated!!!! I am a participant on the GED workshop in Addis

- Shortly after, select GED change agents also participated in two global RBA and DME Meetings held in Egypt, and shared the lessons learned from the Addis gathering in these two key events. It was exciting to see an increasing convergence between rights-based approaches, advocacy and GED within all these global initiatives.
- In the 2004 Leadership Conference held in September in Bangkok, participants shared powerful personal testimonies of why GED is relevant to CARE and how it can be advanced, and also identified priority recommendations to deepen and expand this work. This conference enhanced organizational commitment to advancing GED.
- In October, a presentation was given to the CARE USA Board of Directors on CARE's progress to date in advancing gender equity and diversity. CARE India's RACHNA reproductive, child health and nutrition project and its experiences in addressing gender issues were also shared with the Board. Board members were very pleased with the results of the initiative, and appreciated the in-depth work that has taken place throughout CARE. They have expressed their on-going commitment to supporting this initiative.

Increasing Diversity and Equity in our Staffing and Structures

- We continue to see an increase in the diversity of our staffing profile.

Women and Developing Country Staff in Senior International Positions, and US Minorities in Senior US-Based Positions



- In July, a survey undertaken of SMT decision-making processes was completed and based on the results a cross-organizational reference group is currently developing organizational mandate and guidelines on CO decision-making processes.
- Inspired by the example set by COs, the CARE USA Program SMT has also embarked on a process to re-constitute itself with the objective of making the decision-making processes within the program division more representative and inclusive.

Integrating GED into Policies and Practices

- We continue to build staff awareness and open dialogue about sensitive issues through specific trainings. Approximately 200 staff participated in the diversity curriculum in FY2004 alone. The diversity curriculum with an accompanying facilitation manual is ready for printing and will soon be available for distribution.
- Over 90% of COs have adopted contextualized policies and procedures to prevent and respond to sexual harassment and exploitation of staff, partners and program participants. With support from the global funds - CARE Bangladesh, Georgia, Rwanda and Burundi did some excellent work on contextualizing the Code of Conduct and their results have generated many important lessons. Some COs are implementing activities to build awareness and skills of staff in prevention, in taking appropriate actions, and in empowering communities to report incidents.

- External Relations has launched a new communication platform focusing on women's empowerment

Targeting the Gender-Poverty Link

There is an emerging consensus that GED issues are no longer questioned as central to CARE's vision and mission, and there is an increasing integration/overlap between the many initiatives. Within this, we note a focus on gender and women's empowerment as a leading edge of CARE's work and a willingness to more thoughtfully explore how other forms of identity and power interact in poverty, conflict, and injustice. Some evidence of this heightened focus include:

- The paper developed by the Integration Team providing a unifying framework to analyze underlying causes of poverty identifies gender inequity as one of the four underlying causes of poverty.
- Gender and Power has been chosen as the focus for CARE USA's first Strategic Impact Inquiry.
- There is a significant increase in the number of COs implementing projects and initiatives to advance women's rights especially focusing on gender-based violence.
- The Patsy Collins Trust Funds will be used to primarily focus on advancing the educational status of the most excluded and vulnerable girls

II. Key Highlights from the Regions and Country Offices

Highlights from the Asia Region

In a recent strategic planning retreat, the ARMU team identified gender as their *shared theme* for FY05, and will provide more concerted leadership on this issue. The Team will cover work ranging from promoting learning on sexuality and violence against women to promoting in COs a culture that is inclusive, respectful and empowering.

The regional conference held in September with CDs was another opportunity to discuss regional progress on GED issues and demonstrated commitment and energy about making progress in advancing gender issues.

Highlights from the COs include:

- In Afghanistan, programs are evolving to address gender issues at a deeper level. For example, the widow's feeding program is developing an increasingly strong economic empowerment component, and rural rehabilitation programs are strengthening women's participation in village development committees. Gender has been added to the advocacy agenda.



- In Bangladesh, the Gender Unit organized a series of Women's Forums for female staff to express their opinions on any subject. These were highly appreciated by female staff, and will most likely be repeated. The new groundbreaking framework agreement being negotiated with DFID is centered on women's empowerment in the northwest of the country. The CO will assess the impact of its programs on women's empowerment by participating in the global SII initiative on gender and power.
- CARE India completed an intensive gender analysis study that highlighted key gender issues to work on including sexuality and violence. The deliberate engagement of internal staff, both male and female, showed that staff "learn" much more by "doing" than mere participation in class-room workshops. The Country Office is now in the process of developing a GED policy to guide its programs and operations.
- In Tajikistan, the CO's gap analysis is getting attention from external agencies who are interested in using CARE's approach to analysis of gender and diversity issues and has brought home some important issues to staff as well.

Highlights from the East and Central Africa Region

The Regional Conference of the East and Central Africa countries in October '04 focused on

progress to date in addressing two critical elements of their regional strategy: discrimination and governance. COs shared their assessment of progress in advancing gender and diversity, internal organizational changes related to representation, decision-making and policies to prevent sexual exploitation. Use of powerful role-plays/mini-dramas and film screening ensured that the process left a deep impact and inspired each CO to deepen their GED work. In addition, an HR staff network was formed and completed a study on the experiences of integrating competencies to advance the GED goals. This HR network is setting an example of how peer group networks could benefit from regular exchanges and make collective commitment to achieve breakthrough on difficult challenges.

Highlights from COs include:

- In Democratic Republic of Congo, as a result of persistent efforts and advocacy of CARE staff, a program within a Disarmament Project was started to rescue and provide community-based care to vulnerable girl soldiers who were abused and held captive as cooks and sex slaves. This program resulted in the eventual release of 162 girls in three months. The CO is also simultaneously focusing on internal organizational changes required to support GED objectives.
- CARE Ethiopia implements a project to examine ways of promoting behavior change around the harmful practice of Female Genital Cutting (FGC). Rather than "disseminating messages" the staff took the approach of facilitating discussions with community leaders, both men and women about the dangers of FGC and the role of religious texts and culture. As a result of these discussions, many families have decided to stop or delay the procedure. This work has now expanded advocacy work at the regional level and the project staff are optimistic that they are about to reach the "tipping point" of significant and sustainable behavior change.
- With the purpose of creating a truly inclusive and representative Decision Making Team, CARE Burundi has restructured its team and has stopped the use of 'position' as a criterion for being on the Decision Making Team and explicitly focuses on competencies in all its recruitment processes. The CO has also embarked on a challenging and exciting process to understand

power relations in the Burundian context using traditional media such as the Invisible Theatre.



- In Uganda, the Senior Management Team (SMT) has started a mentoring initiative for women employees. Under the leadership of one woman, women employees in different offices come together to discuss a wide variety of issues, including operational policies, staff behavior, workload and career opportunities that affect women in CARE. The impact of the mentoring groups thus far has been very positive. On similar lines, in Eritrea, the CO now has a 'Women's Peer Group' where all CO women can congregate on a regular basis to discuss issues that affect them personally.

Highlights from the Latin and Central America Region

A knowledge Fair organized by the Latin and Central American region in October '04 was a pioneering event to share best practices and was successful in setting several initiatives in motion that would generate and share new knowledge to promote RBA and GED. The region has also developed measurement indicators to measure progress against their management development regional framework, and have incorporated diversity into this process.

Some highlights from COs include:

- A powerful workshop was held in Honduras for the **Central American Country Offices** to work together and develop a sub-regional GED strategy using an Appreciative Inquiry Approach. Further, these COs reviewed various HR policies and developed a common platform for staff recruitment and development and for sexual harassment/ exploitation through a rights-based

approach. Nicaragua shared these products with local partners who expressed interest in receiving some technical assistance from CARE on GED.

- CARE Honduras has engaged in a thorough GED and RBA review and analysis in the program development of its continuing Title II program. It has piloted a process to build awareness and acceptance to de-stigmatize persons living with HIV/AIDS both in the workplace and in CARE's programs through workshops as well a posting a page on their web site with relevant information for families and friends of those living with HIV/AIDS.

- Diversity training was implemented in El Salvador with representatives from Guatemala and Honduras to deepen and expand awareness about diversity issues in the Latin American context. A three-day workshop was organized in Ecuador, focused on GED, and their work on promoting social equity in their programs.

Highlights from the Middle East And European Region

The Middle Eastern Region held its first GED workshop in Cairo in January '04 with staff from all the countries in the region to increase awareness of GED, review their gap analysis experiences and compile strategic plans of action to respond to the identified gaps. In addition, the RMU developed a comprehensive yet flexible framework to track progress against key indicators including an outline for documenting stories of change. Further, the Gender Equity Building Blocks were translated into Arabic by CARE Egypt and is now available as an excellent resource for all field staff in the Region. The RMU coordinated a second regional meeting in January'05 to take stock of the progress and to strengthen mutual collaboration between COs to continue to advance GED.

Highlights from COs include:

- In Kosovo, there is improvement in women's representation in managerial positions, and to improve the communication of decisions, each member has specific responsibility for communicating SMT proceedings and decisions to specific sub offices.
- CARE Georgia, adopted a staff Code of Conduct to prevent and respond to sexual exploitation that integrates diverse views and

opinions of staff and reflects the realities of the Georgian context. The participatory and inclusive process adopted for developing this policy demonstrated how increased participation in policy development could promote an environment of trust, fairness, equity and a sense of ownership and commitment among staff that will be required to guide the effective implementation of the policy.



Staff working together to redefine GED at the MEERMU meeting

- Through its deliberate efforts, CARE Yemen is beginning to make progress in its objective of getting more women in senior management positions. It has recently hired a woman as a project coordinator despite the extremely unfavorable cultural context and resistance to be "managed" by a woman. The CO recognizes the challenges that lie ahead and believe that they can succeed if the leaders consistently model behaviors that empower and support her. The findings from the recently completed the gap analysis process will guide the development of the CO GED policies.

Highlights from the South and West African Region

At the global GED Change Agents Conference in Addis Ababa, the regional team reaffirmed its commitment to build GED into existing change processes in the COs and plans, including the leadership development processes. The key message was that, "GED is not an add-on; it is a part of what we do". The focus was on the need to move from discussions and presentations to a real dialogue where different voices are heard. All the

COs in the region have adopted a staff policy and Code of Conduct on sexual exploitation of beneficiaries.

- CARE Angola's SMT started to seek means to validate staff opinion and views by restructuring itself. The SMT's recent Scope of Work ensures a process that will increase the number of female staff for SMT.
- In CARE South Africa/Lesotho, a Workplace Advisory Group, consisting of 9 people from different levels of the organization, has been established as a standing body within the CO, and members will include their participation as an aspect of their individual operating plans. This group has a broad mandate to advise the SMT on equity and diversity in human resource issues,



AIDS Candle: A new ritual for breaking the silence on sensitive issues

- In November 2004, CARE Niger held a joint workshop entitled "Unmasking Gender Mainstreaming in Africa," looking at cases of Ghana, Kenya, Niger and Zambia. The workshop sought to learn from the gender mainstreaming processes and their impact on the communities and came up with recommendations in the areas of improving Political Will, Technical Capacity, Accountability and Organizational Culture.

- CARE Mali is making a steady progress in staff understanding of the Mission's GED policy, in maintaining women at high-level positions and in developing inclusive and representative decision-making.

- The Gender Cell in CARE Madagascar is seen as a critical structure that advises the Mission on both the programming and organizational aspects of GED. This is also a part of the external Gender network of organizations in the country, a platform that allows the cell to

influence decisions made on a national programmatic level. Due to its work, the Mission context is favorable towards gender issues, particularly in practice, resulting in the revision of the HR manual and the HIV/AIDS policy.

III. The Road Ahead

Our Common Challenges

- Collecting, celebrating, and consolidating the strategies and tools that work
- Targeting key decision-making structures and processes for greater inclusion
- Assessing our impact and holding ourselves accountable for breakthrough, internally and programmatically
- Building staff capability, analytical strength, skills and cross-learning opportunities for staff to confront and address gender inequities in a meaningful way
- Promoting women and other under-represented groups into senior positions with adequate support and coaching required of staff playing these new roles

Ways forward - Plans for FY05 and beyond

- Sustaining and revitalizing the GED Change Agents' Network, regionally and globally
- Harvesting breakthrough strategies to address the common challenges in collaboration with Regional Teams
- Translating and distributing the GED Training Curriculum with the accompanying facilitation guides to all staff and working to make it a part of an integrated field craft guide
- Monitoring the inclusiveness and diversity of SMT and decision making processes in COs, CARE USA and CI governance levels
- Assessing and reporting on how programs impact gender and power relations and how internal GED work impacts our effectiveness in programming. Ensuring that staff understand and ground the sexual exploitation prevention and response work in local context, and that the organizational climate, structures/processes and staff capacity adequately support people's use of the policy to protect themselves and others
- Continuing to ensure that GED figures prominently in the agenda of important global, regional and local meetings that focuses on sharing experiences, re-energizing leaders and managers and deepening the work

IV. GED Resources

Some of the important work carried out during this period as been documented for future reference. If you are interested in having copy of any of the following please let us know.

- Study on integrating competencies - ECARMU Working Group
- Report from the Global Change Agents Meeting, Addis Ababa, May 2004
- GED Update to the Board, October 2004
- Sexual Exploitation Update and Plan
- Diversity Curriculum with Facilitation Guide
- Basic Awareness Building on Sexual Exploitation - Resource Kit with Facilitation Guide - Draft
- Underlying Causes of Poverty Framework
- CARE Leadership 2004 Conference Report
- Empowerment Framework
- GED in the CI Programming Principles

The CARE USA GED Team

Structures in CARE keep changing but you will see each of us holding up GED from wherever we sit!

- Elisa Martinez is now the Senior Advisor for Gender Equity and Impact reporting to the Director of the newly formed Impact Measurement and Learning Team (IMLT)
- Joy assumes a new position as Succession Management Coordinator reporting to the director for Human Resources Management. In this new role, Joy will continue to support GED goals and will have the diversity manager report to her.
- Madhuri Narayanan continues in her role as Senior Organizational GED Advisor to COs reporting to the new VP for International Operations and the Director for Learning and Organizational Development Unit.

V. Staff News

In May this year, CARE lost one of its most active and devoted champions of GED - Pat Carey. More recently, CARE lost two more GED champions, Hindatau Sayo from Niger and Rose Chimansa in Zambia. While paying our tributes to each of the fallen, we count on committed peers at all levels of the organization to move us forward.