

## Gender Policy Operationalization - Part I: Organization

<b>Gender Policy Measures</b>	<i>All Staff</i>	<i>Frontline Staff</i>	<i>Middle Management</i>	<i>Senior Management</i>	<i>Gender Unit and Gender/Diversity Core Team</i>	<i>Gender: Trainers Focal points Tech Staff</i>
<b><u>Political Will</u></b>  <b>(Section 5.1)</b>  <ul style="list-style-type: none"> <li><b>Mission Commitment</b></li> <li><b>Policy Implementation</b></li> <li><b>Resource Allocation</b></li> </ul>	<ol style="list-style-type: none"> <li>Be aware of the stereotypes about women's and men's capacities, and discuss how they influence us in supervising staff, in assigning responsibility, and in managing resources.</li> <li>Be able to describe how gender issues relate to one's job responsibilities and how gender equity can be promoted through the execution of those responsibilities.</li> </ol>	<ol style="list-style-type: none"> <li>Be familiar with the local Gender Focal Point(s), and go to her/him to learn more about gender issues, or when there is a gender grievance or harassment issue to resolve.</li> </ol>	<ol style="list-style-type: none"> <li>Provide adequate time to staff to participate in gender sensitivity workshops and related events.</li> <li>Include the responsibilities of Gender Focal Points in their IOPs; give them sufficient time to carry out these activities; and allow them to communicate with the GU directly.</li> <li>Through observation, interviews, and spot-checks, ensure that the APA process is gender sensitive.</li> <li>Inform all staff on CARE's sexual harassment policy.</li> </ol>	<ol style="list-style-type: none"> <li>Publicly endorse the mandates of the Gender/Diversity Core Team, Gender Unit, and Gender Focal Points.</li> <li>Approve funding for a full slate of gender activities.</li> <li>Build a better gender balance in staffing through affirmative action.</li> <li>Enforce the sexual harassment policy.</li> <li>Plan exit interviews of departing female staff with the CD.</li> <li>On field visits, raise gender issues with staff, and spend time with Gender Focal Points.</li> </ol>	<ol style="list-style-type: none"> <li>Each quarter, inform projects and departments of their staff sex ratios by Grade.</li> <li>When possible, work with HR and Projects to enable CARE spouses to work in the same place.</li> <li>Review the APA format/guidelines, to ensure gender sensitivity.</li> <li>After each APA cycle, conduct a survey to ascertain if the process was considered to be gender sensitive.</li> <li>Ensure high quality Bangla translations of the Gender Policy and related documents.</li> </ol>	<ol style="list-style-type: none"> <li>Maintain regular contact with the GU, PCs, and FOMT on all issues regarding gender.</li> <li>Stay up to date on latest gender information and policy issues.</li> <li>Participate in FOMT meetings, keeping the members informed on gender issues. (GFPs)</li> <li>Counsel female and male staff in regard to gender issues/violations, maintaining confidentiality. (GFPs)</li> </ol>

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<b><u>Organizational Culture</u></b> <b>(Section 5.2)</b> <ul style="list-style-type: none"> <li><b>Recruitment and Promotion</b></li> <li><b>Workplace Environment</b></li> <li><b>Staff Attitudes and Sensitivity</b></li> </ul>	<ol style="list-style-type: none"> <li>Within each project and department, discuss CARE's Gender and Sexual Harassment Policies, so that all staff are conversant with them.</li> <li>Refrain from any comments or gestures that indicate prejudicial views of female staff, especially female managers.</li> <li>In each Field and CBHQ Office, ask women staff what changes would make it more "female-friendly", and implement the recommendations.</li> </ol>	<ol style="list-style-type: none"> <li>Be observant of any field-level misbehavior regarding gender, and report it to the FOMT, Gender Focal Points, or Gender Unit.</li> <li>Be aware of the gender balance in local and regional networks, as well as at seminars and cross visits, and seek greater female participation when required.</li> <li>Challenge the "unwritten rules" that discourage women from availing the special services they require (such as time-off for breast-feeding, etc).</li> </ol>	<ol style="list-style-type: none"> <li>Observe if women staff are as involved as men in high-profile activities such as interaction with visitors and chairing meetings, and take corrective action if warranted.</li> <li>Encourage female staff to participate in external networks (local and regional), as well as seminars and cross visits.</li> <li>Facilitate open discussion with staff on reproductive health issues.</li> <li>Enforce equitable access for female staff to organizational resources, such as computers, cameras, etc.</li> </ol>	<ol style="list-style-type: none"> <li>Using ALBANGs, AGMs, field visits, and other methods, clarify that Senior Management is strongly committed to the principle of equal opportunity for women and men, and a true gender balance in staffing.</li> <li>In addition, clarify that "gender" is not fundamentally biased towards either sex.</li> <li>Review and approve the GU's recommendations on addressing male, as well as female grievances.</li> <li>Facilitate female staff participation in local and regional networks, as well as seminars and cross visits.</li> </ol>	<ol style="list-style-type: none"> <li>Work with HR to make recruitment more "gender friendly", with gender sensitive interview boards.</li> <li>Work with projects to initiate open forums of mixed and single-sex groups, to discuss women's potential for advancement.</li> <li>Investigate the grievances of male (as well as female) staff, and recommend follow up action to the EMT or FOMT.</li> <li>Review existing policies on family reproductive health and childcare, and recommend changes when appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>Facilitate and follow-up on field-level events and FOMT discussions that raise awareness on gender.</li> <li>Encourage female staff to apply to participate in local and regional networks, as well as seminars and cross visits.</li> <li>Monitor the office environment, to ensure that it is "female-friendly", and recommend improvements when necessary.</li> </ol>

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<b><u>Accountability</u></b> <b>(Section 5.3)</b> <ul style="list-style-type: none"> <li>• <b>Clarity in Roles &amp; Responsibilities</b></li> <li>• <b>Policy Monitoring</b></li> </ul>	1. Take personal responsibility for the successful implementation of the Gender Policy within the scope of one's job responsibilities and working environment.	1. Monitor and provide feedback on implementation of the Gender Policy out in the communities where CARE works and at the Team Offices.	1. Revise supervisees' Job Descriptions to include tasks in support of the Gender Policy. 2. Incorporate gender related targets in project and department AOPs and workplans. 3. Facilitate and contribute to the process of monitoring implementation of the Gender Policy, as guided by the GU. 4. Discuss results of Gender Policy monitoring with staff and implement recommendations.	1. Encourage all supervisors to revise their supervisees' JDs to include tasks in support of the Gender Policy, so that accountability exists and is understood at all levels of line management. 2. Ensure that the GU's mechanism for monitoring Gender Policy implementation is in place and working correctly. 3. Review & approve the GU/GDCT recommendations on changes in Gender Policy. 4. Create a process to recognize staff successes in improving gender equity.	1. Identify examples of tasks in support of the Gender Policy, which can be included in the appropriate JDs. 2. On the basis of these tasks, develop mission-wide indicators and a mechanism for monitoring implementation of Gender Policy. 3. Implement the monitoring mechanism. 4. On the basis of the results of the monitoring process, conduct an annual review of Gender Policy impact and effectiveness, with recommendations for revisions to the policy.	1. Assist in development of a mechanism for monitoring implementation of the Gender Policy. 2. Assist in tabulating and analyzing the results of the monitoring. 3. Assist in conducting the annual review of the Gender Policy.

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<p><b><u>Technical Capacity</u></b></p> <p><b>(Section 5.4)</b></p> <ul style="list-style-type: none"> <li><b>Skills, Knowledge, and Proficiency</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Participate in gender sensitivity training and provide feedback on its value and relevance to the GU and GFPs</li> </ol>	<ol style="list-style-type: none"> <li>1. Acquire the skills and knowledge required to effectively promote gender issues with local communities and partners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide time to staff for gender sensitivity training.</li> <li>2. Whenever possible, integrate gender-related discussion into those staff training activities that are not focused on gender as such.</li> <li>3. Identify high potential women staff, encourage them to participate in competency building activities, and provide the appropriate back-up support.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that gender sensitivity training for staff is adequately supported, funded, and monitored.</li> <li>2. Ensure that an annual plan for competency building of women staff is designed, funded, carried-out and evaluated.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop modules for gender sensitivity workshops, train trainers, provide resources, and assess results.</li> <li>2. Recruit quality gender trainers and other consultants.</li> <li>3. Ensure that training covers violence against women and conflict resolution.</li> <li>4. With HRD and MDP, carry out an annual plan for competency building of women.</li> <li>5. Assess and address training/support needs of Gender Focal Points.</li> <li>6. Identify and disseminate examples of best gender practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. Help in identifying issues for gender training, such as particular aspects of violence against women.</li> <li>2. Assist in developing training modules, and facilitate training.</li> </ol>

## Gender Policy Operationalization - Part II: Program

<b>Gender Policy Measures</b>	<i>All Program Staff</i>	<i>Frontline Staff</i>	<i>Middle Management</i>	<i>Senior Management</i>	<i>Gender Unit and Gender/Diversity Core Team</i>	<i>Gender: Trainers Focal points Tech Staff</i>
<b><u>Project Design</u></b> <b>(Section 6.1)</b> <ul style="list-style-type: none"> <li><b>Analysis</b></li> <li><b>Planning Tools</b></li> <li><b>Goals/Objectives</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Be conversant with CARE's Gender Analysis Framework.</li> </ol>	<ol style="list-style-type: none"> <li>1. Seek opportunities to provide ideas to project design teams, describing field-level experiences related to gender equity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Apply the Gender Analysis Framework in all project design activities.</li> <li>2. Involve community women as well as men in participatory needs assessments.</li> <li>3. Incorporate gender perspectives and questions in all project planning documents and tools.</li> <li>4. In the design of new projects, seek opportunities to increase women's control over resources, to challenge gender stereotypes, and to improve women's access to technologies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote the Gender Analysis Framework, by discussing it in meetings and during field visits.</li> <li>2. Ensure that project design teams include women and men with gender analysis skills.</li> <li>3. Approve new project proposals only when they are gender sensitive, with good gender analysis.</li> <li>4. Direct project design teams to formulate goals, objectives, and strategies that challenge gender stereotypes and seek to be "gender-redistributive" in nature.</li> </ol>	<ol style="list-style-type: none"> <li>1. Periodically review the Gender Analysis Framework, revise as necessary, and disseminate to all projects.</li> <li>2. Conduct TOT for Gender Focal Points on the Gender Analysis Framework.</li> <li>3. Ensure that Project Review Committee discussions on new project proposals give adequate attention to gender.</li> <li>4. Assess how proposed new projects will impact on women's control over resources and access to technologies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist the GU in reviewing and revising the Gender Analysis Framework, and train staff to use it.</li> <li>2. Provide resource information on gender-related issues to project design teams.</li> <li>3. Arrange local workshops to discuss how women's control over resources and access to technologies can help alleviate poverty.</li> </ol>

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<p><b><u>Project Implementat'n</u></b> (Section 6.2)</p> <ul style="list-style-type: none"> <li>• <b>Strategies</b></li> <li>• <b>Equal Participation</b></li> <li>• <b>Management</b></li> <li>• <b>Recognizing Women's Roles</b></li> <li>• <b>IEC (Information, Education, &amp; Communication)</b></li> <li>• <b>Results</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Discuss how all project activities can be used as opportunities to promote women's dignity, decision-making, and participation.</li> <li>2. In dialogue, discussions, and meetings with all project stakeholders, routinely raise the issue of gender equity, whether or not the activities in question have an explicit focus on gender.</li> </ol>	<ol style="list-style-type: none"> <li>1. Build rapport with local elites and religious leaders, in order to promote gender equity.</li> <li>2. When working at household level, always recognize women's multiple roles and reproductive responsibilities.</li> <li>3. When working at household level, emphasize men's roles and responsibilities in reproduction and child-rearing.</li> <li>4. When working at household level, promote women's access to information and technology.</li> </ol>	<ol style="list-style-type: none"> <li>1. Check to be sure that projects are implemented on the basis of Gender Policy guidelines, gender issues identified during project design, and M&amp;E data relating to gender impact.</li> <li>2. Where there are deeply entrenched gender inequalities, use project implementation to break them down.</li> <li>3. When promoting women's participation in project activities, take into account their many other household and reproductive responsibilities.</li> <li>4. Develop IEC materials to target women and address women's concerns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that gender issues identified during project design are taken into consideration in project implementation.</li> <li>2. Ensure that project staff are using Gender Policy guidelines to as a basis for implementation of their activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Network with legal aid associations, to share lessons learned regarding gender discrimination and violence against women.</li> <li>2. Raise awareness among staff on the value of women's contributions at the level of the home and family.</li> <li>3. Review existing IEC materials, to ensure that they are gender sensitive.</li> </ol>	<ol style="list-style-type: none"> <li>1. According to the JD, collect data on gender related impact of projects, and share with FOMT.</li> <li>2. Review project IEC material, to ensure that it is gender sensitive.</li> </ol>

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<b><u>Partnership, Networking, &amp; Advocacy</u></b> (Sections 6.3/4)	1. Introduce the dimension of gender in all partnership, networking, and advocacy activities.	1. Work hand-in-hand with partners at field level to enable them to promote gender equity more effectively.	1. Build capacity of partners to develop, address, and ensure gender equity in their program and management.  2. Conduct groundwork and gather information on appropriate gender-related advocacy activities.	1. Integrate Gender Policy principles into the Partnership Guidelines.  2. In selection of new partners, take gender awareness and gender sensitivity into consideration.  3. Introduce training that builds staff understanding of policy analysis and its proper role in advocating for women's rights.	1. Share experiences in regard to gender with partners, and to learn from their successes.  2. Help partners to develop gender policies and operational guidelines.  3. Participate in national and international gender networks, comprised of NGOs, women's organizations, human rights organizations, education institutions, and government.  4. Raise public awareness on women's legal rights, reproductive rights, inheritance rights, and child custody rights.	1. Establish contacts with local partners, to discuss and share experience in regard to gender.  2. Participate in local and national gender networks.

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<p><b><u>Project Monitoring &amp; Evaluation</u></b></p> <p><b>(Section 6.5)</b></p>	<ol style="list-style-type: none"> <li>1. Be able to explain why it is important to disaggregate M&amp;E data by sex.</li> <li>2. Be aware of the usefulness of participatory monitoring and data-collection processes, especially for obtaining information from women.</li> </ol>	<ol style="list-style-type: none"> <li>1. Collect M&amp;E data from both female as well as male participants, even when women are difficult to reach or communicate with.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revise/develop gender-related variables that can be incorporated into project M&amp;E systems.</li> <li>2. When collecting M&amp;E data, ensure that indicators are gender sensitive, i.e. relevant to women as well as men, and comply with the policy on disaggregating data by sex.</li> <li>3. Ensure that those staff who collect M&amp;E data make it a point to interview both men and women project participants.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and revise project M&amp;E tools and processes in the light of the Gender Policy.</li> <li>2. Ensure that all M&amp;E data are disaggregated by sex.</li> <li>3. Ensure that all projects analyze indirect, as well as direct impact on women.</li> </ol>	<ol style="list-style-type: none"> <li>1. Build competencies of project M&amp;E staff to understand gender and its role in development.</li> <li>2. Periodically assess project M&amp;E systems, processes, and indicators for gender sensitivity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Participate in the process of revising or developing new gender-related M&amp;E indicators, and incorporating them into project M&amp;E systems.</li> </ol>