



CARE's Global Gender Equity and Diversity Journey - A Historical Timeline 1993 - 2007

This timeline below describes CARE USA's broader global journey, but clearly each Country Office has its own story and journey to share.

1993-1997

- CARE¹ develops its Gender Policy that clarifies the rationale, statement of commitment, programming and organizational goals, and includes an implementation plan. One of the three minimum standards defined in the policy is that 'All CARE USA Country Offices will commit to implement this policy and monitor progress.'
- Several other efforts are launched including development of national staff development policy.

1998

- CARE recommits itself to a Gender Equity Initiative. This culminates into an extensive Gender audit and Action Plan. A task force is constituted to take the gender initiative forward.

1999

- Some Country Offices take advantage of the resources made available through the Gender Innovations Funds between 1999-2002 to support their special initiatives to promote Gender Equity.
- CARE re-dedicates itself to a broader diversity agenda. Gender Equity is expanded to 'Gender Equity and Diversity'. A new task force representing staff from CARE Headquarters and Country Offices is formed. A separate diversity policy is also developed.

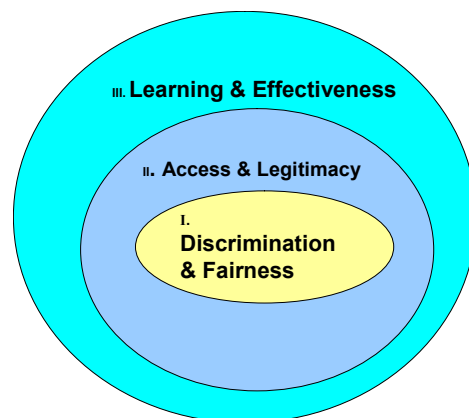
CARE defines diversity in the broadest sense, going beyond regular classifications of gender, race, nationality, ethnicity, religion, sexual orientation, age and disability, among others, to include diversity of perspectives that uphold CARE's core values, and to emphasize the value of creating and maintaining a work environment that promotes diversity.

- CARE introduces three paradigms to define its business case for promoting diversity:

Discrimination and Fairness -- based on recognition that discrimination is wrong and encourages the organization to be fair in advancing its recruitment and retention goals.

Access and legitimacy -- celebrates differences and judges the value of diversity only based on an organization's effort to match its internal demographics to targeted customers

Learning and Effectiveness -- proactive about learning about and from diversity- employees are encouraged to tap into differences for creative ideas



¹ From here on 'CARE' is used to mean CARE USA

2000

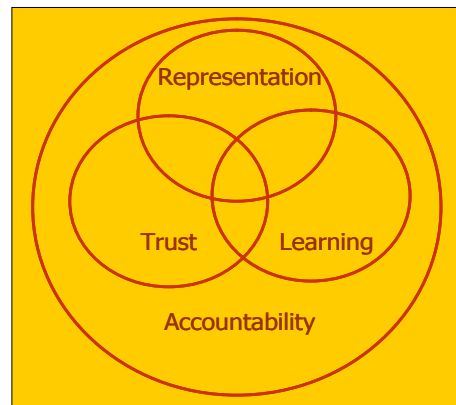
- CARE International adopts a new vision that reinforces the case for promoting GED

“We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakable commitment to the dignity of people.

- CARE's Leadership Conference endorses GED as a priority in the strategic plan.
- CARE's adoption of RBA expands and strengthens the case for GED. CARE's definition of RBA is: *An approach that deliberately and explicitly focuses on people achieving the minimum condition for living with dignity (i.e. achieving their human rights). It does so by exposing the roots of vulnerability and marginalization and empowers people to claim their rights and fulfill their responsibilities.* The decision was based on the recognition that, after over 50 years of effort, addressing needs and capabilities of poor women and men did not bring about sustainable impact on poverty. CARE recognized that in order to have a sustainable impact, we need to address the underlying causes of poverty (UCP).

2001

- CARE develops organizational guidelines for undertaking an organizational GED Gap Analysis and all Country Offices and Atlanta divisions were required to complete the analysis. This Gap Analysis Framework reinforces the need for CARE to ensure GED is integral to its culture, systems, procedures and structures and defined four leverage areas for diversity work - Representation, Trust, Learning and Accountability.

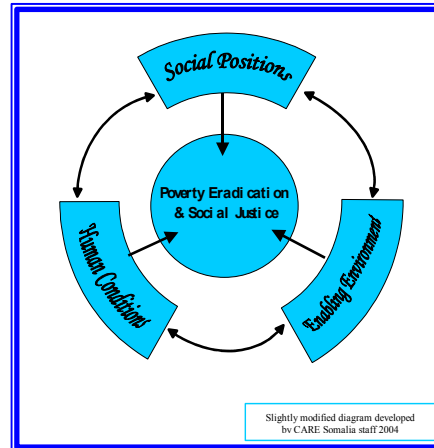


- A global GED change agents workshop is held in Nairobi, Kenya to bring together 50 staff from across CARE to disseminate the gap analysis framework and to share lessons and best practices.

2002 - 2003

- The GED gap analyses is completed in more than 90% of the Country Offices and actions initiated to address key gaps. CARE's Headquarters also completes an extensive review of its HR policies and steps up its efforts to integrate GED into HR strategies.
- CARE International endorses a set of programming principles that reinforce the case for GED
 - *Promote empowerment*
 - *Work with partners*
 - *Ensure accountability and promote responsibility*
 - *Address discrimination*
 - *Promote non violent resolution of conflicts*
 - *Seek sustainable results*
- CARE USA's annual allocation process for unrestricted resources (UNR) shifts to require proposals to focus on RBA/GED/ Advocacy.

- In response to some allegations of Humanitarian Aid Workers sexually abusing beneficiaries, CARE USA launches a global initiative on Sexual Exploitation and Abuse emphasizing CARE's commitment to prevent harassment and sexual exploitation of staff, partners and communities.
- A Unifying Framework on Underlying Causes of Poverty is developed that strengthens the convergence between GED, RBA and other efforts to guide programming efforts. This framework underscores the need for working across the domains of human conditions, social positions, and enabling environment in all of our work. Extensive research undertaken during this process identifies Gender Inequity as one of the four critical underlying causes of poverty.



2004 - 2005

- A global Strategic Impact Inquiry (SII) Initiative is launched and women's empowerment is selected as the first theme of the global impact inquiry. The SII offers a framework for understanding women's empowerment and categorizes 23 indicators into three broad areas:

Agency: This is driven by the actor-centered notion of “*agency*,” that is based on the aspirations, resources, and achievements of women themselves.

Structures: Refers to the broader social *structures* that condition women's choices and chances.

Relationships: Refers to the character of the social *relationships* through which women negotiate their needs and rights with other social actors.

- A four-part Gender and Diversity curriculum is developed and disseminated.
- A global survey on Country Office Senior Management Teams and decision-making structures and processes is completed to understand the status of diversity and inclusiveness and to make specific recommendations for improvement.
- CARE USA constitutes a Program Leadership Team (PLT) to include representation from staff from the different functions and the field.
- A global GED Change Agents Meeting is organized in Addis Ababa that brings together 48 colleagues from the CARE International world representing five regions. The meeting explored themes of human rights, power, poverty and its relation to GED and implications for CARE's work.
- **In May 2004, the Mildred Robins Leet Award is presented to CARE by InterAction in recognition of our work to advance gender equity.**

2006 - 2007 – Efforts Underway

- ◆ In order to promote greater consistency in measurement and accountability to progress, the PLT has sponsored an initiative to define high-level measures for Program Quality and GED management Effectiveness.
- ◆ GED Benchmarking Study launched with 12 corporate and non-profit organizations participating. This study will inform CARE of our GED performance compared to the other organizations.
- ◆ Seven years after the adoption of RBA, a global mapping and review gauged progress and established the status of implementation of RBA
- ◆ In response to the organizational changes and the findings from the SII on women's empowerment, a process has been underway to revise and update the Gender Policy. The objective of this revision is to facilitate deeper analysis, understanding and innovation between the diverse contexts in which CARE operates.
- ◆ A number of Working Groups and Advisory groups on RBA, Sexual Exploitation and Abuse, Sexual and Gender-based Violence are revitalized/constituted to advance specific issues and to promote knowledge sharing and learning.
- ◆ Succession and Talent Management processes being tested and institutionalized to develop all staff and ensure a diverse pool of candidates for key positions in CARE
- ◆ CARE USA's new strategic planning is underway and offers new opportunities to strengthen the work to promote GED. At its special meeting on strategic planning on April 13, 2007, the CARE USA Board was enthusiastic about the central elements of the emerging strategy. They affirmed the importance of our focus on women and girls; endorsed our efforts to address underlying causes of poverty across the three areas of our Unifying Framework—social positions, human conditions and the enabling environment; and recognized that real impact on poverty will require more long-term programming and, consequently, a quite different way to work and different kinds of funding. The Board urged that, while we focus on women and girls, we remain strong in our connection to communities, who are key to all that we do. They believe that partnership is vital to our ability to strengthen and empower communities. They are also keen for us to strengthen our policy and advocacy influence based on our programming results, build broader constituencies for our work engaging more creatively in partnerships; and building closer ties to social movements.

In the third global GED conference in Bangkok (May 6-10, 2007), we have gathered here to take stock of what we have achieved so far, and identify the next level of commitment to deepen and advance this work further. **This next level of commitment takes us into unexplored but important territory and will require us to define new meanings and pathways for CARE's GED journey beyond 2007.**