

Making It Real: Gender Equity and Diversity Newsletter



Issue 2, Volume 4

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Welcome...

to the latest edition of CARE USA's Gender Equity and Diversity Newsletter! The newsletter includes reflections on conducting gender analysis in programs, GED, and GBV programming. To be included in the next issue, which will focus on engaging men and boys, please send your ideas or updates by August 6, 2012 to Doris Bartel, Sr. Dir. of Gender and Empowerment in the Program Partnerships Learning and Advocacy (PPLA) division at dbartel@care.org or Allison Burden, Sr. Advisor GED in the Global Support Services division at aburden@care.org.

The First Steps of Many: CARE West Bank Gaza's GED Journey *By Rasha Natour*

As an Arabic saying has it, "a trip of a thousand miles begins with one step." In 2011, CARE West Bank and Gaza took its first step on a journey of change by reevaluating our role as an INGO in the occupied Palestinian territories (oPt). It included a situational analysis of poverty and injustice, the aid environment and CARE's program quality and relevance. Results informed the development of a 10 year vision with two core program areas, Economic Empowerment and Gender Equity and Rights.

Our situational analysis identified gender inequality as an underlying cause of poverty and injustice and an area for improvement for the country office. As Sarah Ralston, our Program Quality and Learning Advisor, noted, "It's not surprising that our findings externally were reflected internally. What would be worrying is if we had not held up the mirror to ourselves the way we do to our partners, our impact groups and the broader society around us." CARE WBG realized the need to model the change we want to see throughout Palestine in our own office as a critical enabler.

To help us dig into gender and power dynamics and take a first step toward understanding the change that needs to happen, in 2012 we invited Allison Burden and Walter Fordham to conduct a GED gap analysis. The assessment consisted of analysis of key documents, results from a partner survey, and results from a GED organizational climate survey sent to all staff. Initial findings were then explored more deeply through a series of one-on-one interviews and focus group discussions with WBG staff. The visit also included two workshops attended by all CARE staff and several partners to build a common understanding of GED, to gain further insight into diverse perspectives and opinions on the topic and to expand on our vision for CARE WBG in 2020.

The gap analysis helped us identify gaps in GED within CARE and highlighted divisions between program and program support staff, head and field offices, and female and male staff. The survey results revealed Gender and Diversity as a main area for improvement with just 14% of women strongly agreeing that women have equal opportunities as men at CARE compared to 61% of male respondents, and 64% of women disagreeing that they feel emotionally attached to CARE compared to 4% of men. However, it also revealed a strong commitment to CARE's mission and a strong capability in GED due to highly competent staff that are eager to make a difference.

The training was critical for all staff to understand broad power dynamics at play and share experiences and different perspectives. As a result, terms such as 'power up' and 'power down' are regularly referred to in exchanges among staff!

Following the visit, a GED Task Force was created in order to take the work forward. Nearly half of the staff volunteered to join the task force, representing different geographical locations, team areas and management levels. The senior management team demonstrated its support by allocating a budget to support plans, an important gesture to show organizational commitment! As Fida Shafi, CARE WBG's Gender Coordinator, commented at the workshop, "Unity and tolerance of diversity may be the hardest thing for Palestinians, and this is seen in CARE also. The GED training was an opportunity for change, and we all want to see it come to fruition."

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The CARE Gaza team following their GED training

Making It Real

Understanding gender and power in remote ethnic groups in Laos

by *Suzie Albone*

A gender and power analysis for one of CARE Laos' impact groups – remote ethnic groups (REG) - was completed in 2011. It analyzed social exclusion by gender and explored other elements of the program design through a gender lens. CARE Laos used the Good Practices Framework on Gender Analysis (from the CARE Gender Toolkit available [here](#).)

Seven secondary source documents were examined and selected according to a set of criteria; three of the sources were recent CARE primary research. Each of these sources was reviewed and mapped into a matrix which combined the three essential elements of CARE's Women's Empowerment Framework - Agency, Structure and Relations - against seven core areas of inquiry in the lives of men and women.

The findings present a picture of REG communities where the social construct of gender is the **single most defining aspect of a person's life**. It affects all that people do, the way they think, their aspirations as well as their health, wealth and happiness. It is clear that women face multiple layers of discrimination across their lives.

Remote ethnic communities are currently in a **state of flux**, with rapid economic and social change currently taking place in Laos. There is evidence that women have the greatest burden from the changes to their livelihoods, food security and health without any commensurate increase in power and status. Women's lack of participation in the public sphere consolidates male influence and is a major constraint to women benefitting from economic development. Hence, development partners need to find ways to ensure progress is made toward gender equity within remote ethnic communities.

UCP analysis for the Remote Ethnic Group Program has identified the **lack of voice** as a key domain of change. This will likely entail more work at the structural and relations areas than has traditionally been the focus of our programs. This will also need a deeper focus on women's social networks and resources for support in changing the status quo.

Violence against women, and lack of **control of their own bodies**, has emerged as a significant issue in the same areas. Improving a woman's capacity to claim her rights is an urgent need and will require a long term effort to create significant and long lasting change for the most marginalized of women.

This analysis highlighted the relevance of the Agency, Structures, Relations dimensions that can inform programming at every level. These dimensions provide a set of clear entry points that can be measured, and inform the development of pathways of change for the Program. The researcher acknowledged that using the Good Practices Framework to analyze the three dimensions of women's lives is a somewhat artificial exercise as it can appear to over simplify complex interrelated issues. However, it was felt that it is the act of deciding where this data best fits that moves us from a description to an analysis that can then provide some recommendations for programming and to predict more accurate breakthroughs and milestones on the path to change.

CARE Rwanda Village Saving and Loan Gender Gaps Analysis

by *Glycerie Niyibizi*

CARE Rwanda village savings and loan (VSL) staff had a long history of being nervous about conducting gender gap analysis (GGA) in VSL programs. We felt unskilled to do a GGA and also defended VSL as a methodology delivered in the same way whether targeting men or women is harmless in relation to gender relations. This misconception prevented us from conducting an effective and informative GGA initially.

Today our feelings have changed. After doing a GGA in our Sustainable Access to Financial Services for Investment project, which included staff training on gender dynamics and norms, we realized that this analysis does not require special expertise, but rather curiosity and a willingness to learn and understand the reality of the context in the places where we do VSL programming. The whole exercise was fruitful for me and I discovered the reality of men's and women's experiences in VSL. The methodology was for me a magic solution to women's empowerment challenges. Today, my belief is that Rwandan social barriers and beliefs that do not allow women to feel confident in decision-making or to control assets, are reasons why they do not benefit enough from their participation in VSL activities compared to men. In truth, it means that often men are 'leading' VSLGs even when they are not members of the groups. At the same time, women are benefiting from VSL because they get the opportunity to get out of the house and share ideas with others. Their husbands like the way women's earnings are contributing to the household expenses.

We have concluded that the VSL methodology is not a magic solution to the women's empowerment; it needs adaptation in its delivery depending on the target (men; women; and/or youth) and the context. Men and couples engagement as well as the introduction of gender sensitive selection, planning, and management of economic activities is vital to the success of the work. Other components in our VSL approach that might contribute to women's empowerment are financial education, training on gender, and interventions specifically to address Gender Based Violence, and Family Planning.

To see a report on the methods and the results of the Gender Gaps Analysis, please see <http://gender.care2share.wikispaces.net/Gender+Analysis+at+CARE> or write to glycerien.rw@co.care.org

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Gender-Based Violence (GBV) Programming - Triumphs, Challenges and Learning in Sri Lanka *by Ashika Gunasena, based on process documentation by Victor Robinson 2010*

CARE Sri Lanka began working to address and prevent GBV in 2003 and the work continues to the present. The work has stretched across a number of different projects, approaches and funders and through periods of armed conflict, tsunami and post-tsunami reconstruction. At the beginning, the CARE Sri Lanka GBV team operated without the benefit of knowledge of the program approach (which had not been adopted). However, as time passed and our experience and understanding of the context grew, we explicitly articulated theory of change based on rigorous social analysis, subject to review and adjustment. We believe that we have managed to make a significant contribution to change in the way in which gender-based violence is addressed and perceived.

One of the lessons for us is to acknowledge the unique nature of working to address GBV (compared to more traditional development interventions), including the challenges of addressing issues that often have deep roots in culture. We saw the work often provoked a kind of “culture clash” with existing organizational structure and expectations of traditional development. We found that change was often unusually dependent on trust and interpersonal relationships with target groups and with key change agents. Our experience of the evolution of the GBV program demonstrates the need for flexibility in implementation structure and strategies as well as good learning and reflection systems. Our recommendations to others, based on our nine years of GBV programming experience are:

1. Base the programming on sound social analysis to better understand deeply rooted social issues; use iterative learning cycles to deepen this analysis over time
2. Programming strategies should explicitly articulate a theory of how social change will occur (theory of change), clearly articulate the place of power in that theory and have clear strategies to address power inequalities
3. Invest in building the capacity and appetite of staff internally around a change agenda
4. Build in a longer-than-usual start-up times to acquire contextual knowledge and build trust and relationships
5. Learning systems should enable some level of reflection and have strong feedback loops to influence real-time decision-making and implementation
6. Invest in systems to measure social change

We are the Wind and the Bells... *by Rashmi Singh*

It is 17th May 2012: I am in Bangkok after almost two years.

This time I am here to attend a training of Training for Trainers on Gender Equity and Diversity, where I hope to learn how to facilitate the process of people imbibing the values, practices and beliefs of equal relationships irrespective of class, race, gender, religion, colour, etc. I practice and learn these values every day in my life and I dream one day we will create a world that is equal for all.

I understand that during the first day we will take the role of a trainee and the last three days, we will be practicing facilitation with each other in an environment which is as close as possible to a real workshop.

People can change and People change People; we are learning the process of change, how individuals change and how collective change happens, using the AIKIDO model- **Awareness, Dialogue and Action.** It helps me understand the relevance of being **aware** of myself and others, exploring my values, beliefs, practices, and identities. The next element, **dialogue**, is about positive, healthy engagement with others as **active listeners, discovering** the other, **sharing our truth, suspending judgement**, and truthfully **surfacing our assumptions.** As we dialogue, we prepare together for **action**, to bring a change and to sustain it.

We are going to learn how to help increase awareness, enhance dialogue, and explore action in the next two days, using some interesting facilitation tools.

After lunch on the second day we “**play facilitation**” where we alternate between being a participant and a facilitator. It is fun, it is so close to a real situation, and it gives me knots in the stomach!

During one of the sessions, in order to promote dialogue, I decide to agree with a statement “Boys are naturally more active and aggressive than girls”. In reality, I do not agree at all. I hear myself saying, “Even newborn boys are more active than newborn girls in the hospital. I have a son who is much more active than my nieces.” I can barely believe that I could say such things! It was almost impossible to keep a straight face. People couldn’t believe that I truly agreed with the statement and their faces showed their shock! In the end, I shared the fact that I was pretending to provoke the dialogue. Huh!!! As I reflect, I realise how I did believe in this statement when I was a child. Then it was simply true. How much I have changed!!

Change is truly possible; we are the wind and the bells in change, the triggers and the creators of the ever-changing music.



Rashmi Singh – Executive Director GED CARE India, surrounded by participants at the GED training of trainers

Using the Good Practices Framework on Gender Analysis in Tanzania

by Tiitta Tervonen

CARE Tanzania trained all programme staff on gender analysis and mainstreaming last year. The initiative and funding came from our Women and Girls' Empowerment (WAGE) initiative. A training of the trainers (ToT) was arranged in August 2011 with the support of Tanzanian gender activist and consultant, Gemma Akilimali, and CARE Tanzania's gender advisor, Tiitta Tervonen. About 20 staff members were trained to become trainers in gender analysis and mainstreaming. After the ToT, programme staff in five Programme offices (over 100 staff) were trained for 2-3 days between September and December 2011.

The objective was also to test different gender analysis frameworks (Harvard, Moser, and CARE). The Kahama programme office used the Good Practices Framework and in particular 4 areas of inquiry: Men interviewed VSL men on: a) Household decision making and b) control over assets; and women interviewed VSL women on c) Control over One's Body and d) Violence, Justice. This short exercise proved that the Good Practice Framework is functioning well, though it needs simplification when talking to the impact group. Through this exercise, CARE Tanzania learned in its focus group discussions that most VSL women have experienced physical violence from their partners, but this was the first time they spoke out about the violence. This was valuable for CARE Tanzania to strengthen our interventions around GBV prevention.

<http://gender.care2share.wikispaces.net/Gender+Analysis+at+CARE>

CARE's Good Practices Framework in a snapshot:



CARE Pakistan's Events to Commemorate the 16 Days of Activism November-December 2011 by Hadia Nusrat

Pakistan braced itself to once again commemorate the 16 Days of Activism with full fervor and enthusiasm. *UN Women* led the work with bilateral donors and international and national civil society organizations. Other groups that have remained active in making Pakistan a safer place for women to live their lives in peace and dignity were also involved.

CARE staff throughout Pakistan participated in the different events organized across the country. To mark this occasion, CARE initiated a unique competition: "Who Has Helped Stopped Violence Against Women in Pakistan?" CARE staff nominated any Pakistani individual, who, in their opinion, had contributed to reducing gender-based violence.

First prize was won by Ms. Nida Khan, who wrote a moving piece about Ms. Samar Minallah's efforts, as a documentarian, to expose the custom of *Swara*: a practice in which young girls are given away in marriage as settlements for family feuds over crimes such as murder. The usually pre-pubescent girls are abused physically, mentally, and often sexually by the new families. This is, in reality, a "culturally-sanctioned practice of violence against women" and is so deeply entrenched in tribal traditions that it is often difficult to raise a voice against it. The custom of *Swara* violates Islamic matrimonial law, which requires the consent of both the man and woman to enter into marriage. It contravenes Pakistan's constitution, which prohibits the marriage of girls under sixteen, and the country's commitments to International covenants and CEDAW in reducing violence against women.

CARE was honored to welcome Ms. Samar Minallah to claim her prize at the Islamabad office. Ms. Minallah engaged staff in a thought-provoking discussion on issues close to everyone's hearts. The interaction helped everyone realize that the valuable issues we support on a daily basis as CARE staff should not be lost to us on a personal level in the processes of our work.

Another event in the spirit of the *16 Days of Activism* was sponsored by CARE through the EC-funded Human Rights Project. In this, CARE, along with four local civil society organizations, conducted a panel discussion on improving the criminal justice system combating violence against women. This issue is particularly pertinent in Pakistan as the last ten years have seen seven legislations passed which strengthen and protect the status of women in Pakistan. However, a lack of good governance, transparency, accountability, and timely responsiveness, in addition to an untrained and gender-insensitive judiciary and police force can render these laws as mere paperwork.

At the end of the discussion a declaration was scripted and endorsed by all present. A mass signature campaign followed after which it was presented through the National Commission on the Status of Women to the Women Parliamentarian's Caucus to take it up as an agenda item in Pakistan's Senate and Parliament.

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