

Making It Real: Gender Equity and Diversity Newsletter



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Welcome...

to the latest edition of CARE USA's Gender Equity and Diversity Newsletter! The newsletter includes information on regional, country office-level and headquarter initiatives to promote organizational and programmatic positive change in Gender Equity and Diversity. To be included in the next issue, please send your ideas or updates by April 16, 2012 to Doris Bartel, Acting Team Lead of Gender and Empowerment in the Program Partnerships Learning and Advocacy (PPLA) division at dbartel@care.org or Allison Burden, Senior Advisor GED in the Global Support Services division at aburden@care.org.

Experience with GED Training *by Abby Maffei Davidson and Joan Lundgren*

On January 11, CARE USA's Strategic Partnerships & Alliances (SPA) team, along with Jeff Hoover (Field Coordinator, Citizens Advocacy) and Tasha King (Office Manager, CARE New York) participated in an outstanding Gender Equity and Diversity training facilitated by Walter Fordham and Nancy Bryan. With "more is merrier" in mind, we invited some sister organizations to join us at no charge. We were thrilled to include staff from International Rescue Committee, PLAN, US Fund for UNICEF and the Girl Scouts, who all commented on how valuable the training was.

Although some started a bit skeptical of devoting a whole day to GED training, EVERYONE was deeply engaged (some of us to the point of tears), and left absolutely certain that it was time well spent! The dynamic duo of Walter and Nancy created a safe, open atmosphere for all of us, and it didn't take long for the group to open up. Some of us shared deeply personal stories, and many of us spoke openly in ways we had not ever done with our colleagues. We left with a more nuanced appreciation for gender equity and diversity in our own interactions and in CARE's programming, and with a new level of openness and empathy toward our colleagues.

If you would like to arrange a GED training for your team please contact Walter Fordham (fordham@care.org), Nancy Bryan (bryan@care.org) or Theresa Hwang (thwang@care.org). All they need is at least 10 participants and for you to arrange the invitations and venue (which can be at work); the GED unit provides the trainers free of charge.

Women's Empowerment, Why Business Should Care *by Alka Pathak*

Gender Equality has been recognized as an important driver for overall development of human societies. The United Nations Global Compact (UNGC) initiative adopted the Women's Empowerment Principles (WEP) in partnership with UN Women on International Women's Day in 2010. While emphasizing the definite business case for companies to actively encourage women's empowerment, the Principles recognize that inclusion of women's talents, skills, experiences and energies require intentional actions and deliberate policies. As a first effort to engage with businesses in India on the issue, CARE India organized a consultation on "Women's Empowerment – Why Business Should Care" in New Delhi. This event was a joint effort of the Global Compact Network India, UN Women, and CARE India.

The consultation was an opportunity to explore in-depth issues around women in business; looking at current best practices and identifying problems, obstacles as well as possible solutions, focusing on women within companies, women in the supply chain, and in communities within the sphere of influence of respective companies. This is the beginning of continued engagement to support practical ways to incorporate women's empowerment into business practice and strategy. The consultation received a good response from the Indian Corporate world. A primer was also launched on the WEP, which provides concrete examples of the benefits of integrating WEP into business ethics. The [primer](#) is designed as a tool to help the corporate sector to implement the WEP into the workplace, marketplace, and into the community.

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- 70 participants from 33 different organizations and businesses participated
- 15 senior leaders from the corporate world were invited as panelists

Making It Real

2011 PQAT Gender Analysis Survey *by Katherine Frazier-Archila*

How are our long-term programs doing in supporting gender equality and women's empowerment? In September and October 2011, a diverse group of CARE volunteers looked at the Program Quality Assessment Tool (PQAT) from 60 programs in 24 countries. We were pleased to see more long-term programs completing the PQAT in 2011; last year the group reviewed 44 programs in 18 countries.

What did we find in our GED PQAT review in 2011 compared with 2010? There is a lot to celebrate!

Finding	2011 Results	2010 Results
Percentage of programs reporting an explicit focus on gender.	73.3% (44/60)	45.5% (20/44)
Percentage of programs completing a gender analysis.	62.1% (36/58)	45.5% (20/44)
Percentage of programs reporting having systems in place to evaluate impact of women's empowerment or empowerment of marginalized groups.	47.4% (27/57)	34.1% (15/44)

And some more opportunities for organizational growth! While most programs reported women, girls, and marginalized individuals as impact groups, many programs still need to incorporate issues of gender-based violence, sexual abuse and exploitation, and build partnerships with local social movements such as the women's movement.

Finding	2011 Results	2010 Results
Programs working on issues of gender-based violence (GBV).	26.3% (15/57)	22.7% (10/44)
Programs working with women's movements or organizations.	37.9% (22/58)	34.1% (15/44)
Programs working on sexual exploitation and abuse.	12.3% (7/57)	15.9% (7/44)

Do you have any recommendations for what needs to be done to improve our programmatic and organizational efforts around GBV, women's movements, and sexual abuse and exploitation? Please send feedback and comments to Theresa at: thwang@care.org.

For more information on the 2011 PQAT analysis please visit CARE's [gender wiki](#).

Learning from West Africa—Diversity in Leadership by Allison Burden and Marc de Lamotte

This story relates the experience of Marc de Lamotte, the Regional Director in West Africa. He has proactively recruited non-Westerners and women into leadership roles in the region. In 3 years the transformation has been rapid; West Africa has by far the most diverse senior teams. So what is the secret to his success?

First, we should look at what is it that motivated Marc to change the makeup of his team? The answer is not simple, it is wrapped up in his own beliefs that have developed throughout his life. His initial answer to the question is this, “Someone gave me a chance, when I was ‘nothing’; they had the confidence to believe in me, I was the first French Country Director in CARE.” This touched Marc deeply; he vowed to give the same chance to others.

His childhood had been marked by stories from his Grandfather who had been based in West Africa as the director of a large bank. This old man’s stories were full of love and positive memories of Africa. Never once did Marc hear a colonial attitude or an ounce of white superiority in them. From this early experience and influence, Marc reacted strongly to neo-colonial attitudes of racial superiority. At a profound level, he rejected discourses of ‘mistrust’ of Africans or of African ‘incompetence’. This belief was then proven in practice. During his own career working in many countries, he encountered highly competent ‘national staff’ and highly incompetent ‘international staff’. He simply looked beyond the identity of the individuals and learned to recognize competence and incompetence. This experience over time made him committed to using every opportunity to break negative discourse. He vowed to himself, that once in a position of power, he would make a difference. And he has.

In Mozambique when he arrived, the huge majority of project managers were from the ‘global West’; within one month Marc made a commitment to ensure that all Project Managers would be Mozambican within 2 years, and they were. Expatriates were still employed as regional coordinators with a responsibility to ensure the development of the Project Managers.

In Honduras, Marc introduced succession management; he worked with three layers of staff and was able to understand their strengths and weaknesses manage their development, and build them for future positions within CARE and outside. He soon saw the staff grow into senior positions.

And now in West Africa, Marc speaks of having developed an instinctive ability to recognize talent; it’s hard to explain, “I sense if someone is good at their job and also whether they are capable of change. I give them every chance to prove me right or wrong. I am committed to allowing time for that. Sometimes I am wrong and sometimes I am right, as the years have gone by, I have more often been right than wrong; each time, I learn.”

Marc has a special skill that we often see amongst those who transform teams; he knows a lot of people and takes time to get to know them. He explains, “I am not afraid of taking risks, I seek out the competent and try to put them in the ‘right place’ to succeed.” The risks he takes are calculated and he invests all that he can to enable people to succeed; he provides consistent coaching and support to his team and invests (even in times of budgetary constraints) in a leadership program for the senior staff.

Core to his ‘magic’ is his ability to really get to know people; he learned this skill from a friend in the United Nations in Chad. The friend was the Resident Representative, a very senior official and yet every morning as he came to work, he spent time ensuring that he greeted staff including the guards and the gardeners, he was truly interested in people’s lives and asked them questions; he remembered them and connected genuinely. When others were thrown out of Chad, this individual remained; admired and trusted.

Marc finishes his story with perhaps the most telling comment of all, “How could I not believe in the equality of people? I married an African woman. My respect and love of Africa and Africans is plain to see for all and I hope, in my heart of hearts, most plain to her.”

Celebrating International Women’s Day 2012 by Katherine Frazier-Archila

In celebration of the 101st International Women’s Day (IWD) on Thursday, March 8, 2012, a variety of activities took place in CARE USA headquarters and across CARE offices globally. This was an energetic day meant to honor achievements and advocate for future change. Activities on March 8 included CARE USA’s annual National Conference and IWD Celebration in Washington

DC, the release of a new report on the SHOUHARDO program in Bangladesh, a brief with results from two education and leadership initiatives which was featured on USAID’s Gender Equality and Women’s Empowerment website, the release of *Notes from the Field*, a collection of short stories gathered by CARE staff about inspiring people working to make the lives of women and girls better, and many others. Thank you to all who are working towards positive change and made this year’s celebration of IWD such a huge success!

Are you thinking about doing a gender analysis? Interested in CARE’s framework for doing gender analysis? Looking for tools and resource people who can help? Look no further! Check out CARE’s Gender Analysis online toolkit. To utilize this great resource please visit the [toolkit](#) website.

Have you used the gender analysis toolkit? If so, please write to us about your experiences. We welcome feedback!

Male Engagement in Gender Equality: A Uganda Case Study *by Tracy Kajumba*

Mugabi is a short, dark, confident man. He has this knowing look and a smile that makes you comfortable. He is married to Grace and they have five children, four girls and one boy. The story of Mugabi and Grace was exciting. Mugabi had this to say;

"Before I started working as a monitor, I used to love alcohol. I used to feel important and the boss over my wife. I was the planner in the home and the biggest part of the budget went to drinking. I used to borrow loans and waste the money, yet my wife was working hard to contribute to the money paying back the loans. When I was selected as a community based monitor, I was trained in several topics including human rights, planning and budgeting, and gender issues at household, community, and local government levels. I felt challenged because I was very inconsiderate to my family and it would be hard to teach others before I changed. I shared with my wife and encouraged her to contribute ideas on how to spend money, plan for the home and other issues as necessary. To date we cultivate together and there is tremendous increase in our income. We have fruit trees, improved bananas, ground nuts, red pepper chili, and maize. My wife has been the one planning and looking for new species to plant and she decides where to plant them. The fruit trees she has introduced have been very useful for nutrition and also surplus income. I have realized that she is extremely talented and resourceful as much as she does not have a formal education. We now want to construct a new house. Our children are in better schools because my wife controls our income better than I used to. I have learned that my wife is a better planner than me!"

Grace chips in to agree with what her husband is saying; "My husband changed a lot when he became a monitor. He gives me space to do what I want and the freedom to do what I think is good for our family. I can sell a goat without his permission and I inform him on how I used the money. This was never the case before! I have also joined a savings group and the money I get helps us as a family. My husband also helps with the children. I feel lucky because most women do not have the freedom and peace I have. We no longer buy food, we don't struggle to pay school fees like we used to, even the Government has recognized our good work and has given us coffee. I am grateful for this programme and wish other men can change too."

At this point I ask Mugabi about the strategies they are using to help other households to develop. They say that they are using their group meetings, churches and other social gatherings in the village to talk about gender issues. He added that domestic violence has reduced in their village as a result of their work and they are now educating the community to stop drinking during working hours. A by-law has been formulated to punish the sellers and consumers of alcohol during gardening time. Mugabi says that most households are now cultivating for commercial purpose and hopes their work, if supported, will improve household incomes in their community.

Crops such as these bananas have increased food security and income due to Grace's cultivation work



Empowering Women through VSLA— Evidence from Rwanda *by Abdoul Karim Coulibaly*

Access Africa organized the final evaluation of the Sustainable Access to Financial Services for Investment (SAFI) program in Rwanda using a cohort survey. Funded by the MasterCard Foundation and the Canadian International Development Agency (CIDA), SAFI started in 2009 with the aim of ensuring the access of 108,200 people to financial services (saving, loan, insurance). About 845 Village Saving and Loan Association (VSLA) members were observed from December 2009-2011 to assess changes in household livelihood conditions, access to financial services and change in women's empowerment.

The findings show a significant improvement in household livelihood conditions, access to financial services by the VSLA members as well as in women's empowerment. Revenue and assets of VSLA members have increased significantly from 2009 to 2011. This helped female VSLA members contribute more to their household expenses than they were able to 2 years ago. As proof, the proportion of women who declared a "very high" contribution to children's education increased from 25% to 33% between 2009 and 2011, the same proportion contributing to household housing expenditures from 15% in 2009 reached 27% in 2011, similarly for food (33% to 36%), health (32% to 33%) and equipment (31% to 32%). These increases in women's contributions appear to be associated with an increase in involvement in decision making at the household level. In fact, the proportion of female VSLA members who declared a "very high" contribution to decision making regarding education rose from 30% in 2009 to 44% in 2011, similarly with health, food, and housing. Additionally, VSLA has contributed to increases in women's self-esteem. Women declared being more confident to resolve their own problems, find their way in cases of opposition, being able to confidently deal with their problems, to influence their husband's decision-making, and take action to improve their life.

Nevertheless, while VSLA contributed to a strong economic change in the member's lives and improved their intra-household relations, there seems to be almost no change in women's influence at the community level. In fact, the members' confidence to influence community level decisions, their willingness to run for office during elections, nor their participation in other community based associations have changed.

The Rwanda findings are an exciting indication of how VSLA can contribute to support women's empowerment:

SAFI focused on targeting the poorest of the poor, who gain strong confidence in participating into the VSLA activity due to an increase of their social network. They can now share their concern with peers and bring issues they are facing in their households to find support from other members.

In just 2 years, SAFI had tremendous economic outcomes. The proportion of members conducting an Income Generating Activity (IGA) increased from 19% to 43%; household assets have increased due to VSLA; there is an improvement in food security, quality of housing, etc. Such economic success combined with the social network offered by the regular VSLA meetings, would have contributed to increase women's self-esteem and their involvement into decision making at the household level.

The context of the country: The Government of Rwanda have held local leaders at region, districts, cell and village levels accountable to reach some social performance objectives. Local leaders testified that VSLA members were a model in the community since they were the ones leading the example of being committed to reaching the social performance objectives.

VSLAs in Rwanda have contributed to improve very poor women's social position by creating a social network for members to voice their concerns and find support from their fellow members. Their contribution to household expenses helped improve their status in the household, with a better respect gained from their husband. CARE Rwanda and Access Africa will continue to capitalise on this learning to inform our strategies on: inclusion of poor and marginalised people in VSLA, how VSLA can improve women's social positions in the household, changes in gender-based violence, and women's involvement in community leadership.