



# MAKING IT REAL: GENDER EQUITY AND DIVERSITY NEWSLETTER

Issue 1 volume 1: September 2010

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Welcome to the first edition of CARE USA's Gender Equity and Diversity Newsletter! The newsletter includes information on regional, CO-level and HQ initiatives to promote positive change in Gender Equity and Diversity and will be distributed quarterly. We are deliberately collaborating on a newsletter that inclusive of both program and organizational gender and diversity issues because they are closely linked, and we need to align them as much as possible! Let us know what you think! We welcome contributions. Please send your ideas or updates to Doris Bartel at [dbartel@care.org](mailto:dbartel@care.org) or Allison Burden at [aburden@care.org](mailto:aburden@care.org).

Who are we? **Doris** is the new Director for the Gender Unit at CARE USA – responsible for gender program quality and eager to support all gender work in program analysis, design, implementation, and evaluation. She is based in Washington DC and reports to Jean Michel Vigreux. **Allison** is the new Senior Advisor for Gender Equity and Diversity, as part of Global Support Service's efforts to improve organizational policies, systems and structures for gender equity and diversity. She is based in Bangkok and reports to Patrick Solomon.

## Thirsty for change?

### CARE USA Gender Working Group Sets Goals for FY11

CARE USA invites any and all CARE staff to join the Gender Working Group. In FY10, the Gender Working Group, a steering committee currently made up of about 26 individuals, presented recommendations to PQI for the development of a Gender Unit to meet some of the needs of the organization for upgrading of our institutional capacities in gender and women's empowerment programming. In FY11, the Gender Working Group will continue to meet in response to organizational demands for gender coordination across CARE USA.

The Gender Working Group welcomes volunteers from any part of the CARE International membership, Country Office, RMU, or division. The thematic areas of focus in FY11 include: (1) coordinating CARE USA's implementation of the CARE International Gender Policy, including review and dissemination of tools and resources for gender analysis across CI; (2) coordination of support for gender impact measures; (3) coordination of policy and advocacy and communication issues on women's empowerment; (4) ongoing learning and documentation of CARE's work to address and prevent gender-based violence; (5) documentation and learning on how CARE is engaging men and boys in our work towards gender equality; (6) coordinating our work in institutional policies and support for Gender Equity and Diversity. Because of the diverse and broad scopes of work, the Gender Working Group has constituted working teams along these thematic lines, led by various members of the group, with discrete scopes of work for FY11. To join the Gender Working Group, please contact Doris Bartel at [dbartel@care.org](mailto:dbartel@care.org).

## A simple step to change

Find some space and time to enable the people you work with to talk about issues that matter to them. Take time with your staff to explore who you all are, what motivates and encourages you all, allow time for your teams to get to know one another and enjoy the creativity that comes from your diversity. Our organizational and programmatic vision gives us a strong sense of purpose. Find a space to talk about what motivates you, pull together and get creative about achieving the vision. Don't be afraid of failure – learn from it. And celebrate success!

## Updates from around the world...

### CARE NW Balkans Enjoys "Best Non-Profit Campaign in Serbia" Award

CARE recently received positive media feedback when the Serbia National PR Association gave CARE's "Budi muško" campaign an award for best non-profit campaign in Serbia for the period of April 2009 through April 2010. CARE's school-based "Be A Man" campaign ("Budi muško") includes training workshops in Croatia, Serbia and Bosnia and Herzegovina for young men throughout the school year that confront rigid norms of masculinity, violence against women and peer violence, as well as promoting sexual health and healthy relationships. One male student explained, "ever since we started talking about violence openly at the workshops we know that men do not agree with violence; they respect difference and practice safe sex." The "Be A Man" campaign is one part of the Western Balkans Gender-Based Violence Initiative, which seeks to address the rising tide of youth violence by fostering more gender equitable and nonviolent attitudes and behaviors. *—John Crownover, Social Development Program Advisor*



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## CARE Zimbabwe Launches Beyond CARE-ing Newsletter

CARE Zimbabwe is making efforts to place women's empowerment much more centrally in its programming and in its internal organisational policies and processes. Since CARE Zimbabwe is blessed with a reading culture, the new Programme Assistant for Women's Empowerment, Nyasha Mutongwizo, developed the idea of the newsletter as an avenue to keep debate and thinking around the issue going. As suggested by the title, the Beyond CARE-ing newsletter supports socially responsible, conscious and motivated attitudes of staff that go beyond the CARE workplace. "Beyond CARE-ing" is sent out to all CARE Zimbabwe staff every 3 months. Each issue focuses on a gender-related topic and readers are invited to provide feedback, comments and questions to the Editor. "Beyond CARE-ing" also highlights staff employment trends (with special attention to the ratio of female to male representation) and features profiles of 3-5 staff members. To receive the newsletter please contact [editorbc@carezimbabwe.org](mailto:editorbc@carezimbabwe.org). -Leah Berkowitz, HIV & AIDS Programme Coordinator, Southern Africa Region

## Gender Leads Priorities among Sexual and Reproductive Health (SRH) Listserv Members

CARE USA's SRH Listserv is a one-stop shop of sexual and reproductive health (SRH) resources and information for CARE staff and local partners. With over 150 members, the listserv is a platform for learning, sharing, knowledge management, and networking for CARE staff around the globe. A recent survey of listserv members from 20 different country offices showed that issues focusing on gender were one of the highest priorities for users. Over 64% of SRH listserv respondents said that gender and sexuality were their top program focus areas; half (50%) said they had received training in how to integrate gender and sexuality into their work, and 30% of respondents have used the Gender Wiki to date. The knowledge products found most useful by respondents were those that helped unpack and address gender and other social determinants of SRH. The survey results will be used by the SRH team to help focus areas of training and support for the coming year, and to ensure that the listserv remains relevant and useful to our program staff. To sign up for the SRH Listserv, please write to Luis Ortiz Echevarria at [lortiz@care.org](mailto:lortiz@care.org). - Luis Ortiz, Communications + Knowledge Manager, SRH team, Atlanta, GA

## New publication focuses on strategies to address gender and sexuality within SRH

We have just published a new working paper entitled "Incorporating Gender and Sexuality into CARE Asia's Reproductive Health Programming: A Working Paper," which highlights how CARE systematically approaches gender and sexuality inequalities in Asia. I wanted to explore the range and depth of the approaches CARE staff use to address gender and sexuality in SRH and HIV programming. CARE's programming in Asia is fascinating because it is so diverse – but most of the examples show how CARE programs in Asia are also systematically working at the individual, household, and community levels. Many are also addressing structural issues such as policies, laws, and norms. To obtain a hard copy please contact me at [skenagy@care.org](mailto:skenagy@care.org) or download an e-copy at [www.care.org/reprohealth](http://www.care.org/reprohealth). -Sarah Kenagy, Senior Program Officer, SRH team, Atlanta, GA

## Addressing and Preventing Gender Based Violence in CARE

Many CARE Country Office Annual Operating Plans and Long Term Programs have chosen to target marginalized women and girls. How many have incorporated strategies to address or prevent Gender Based Violence? I've spent the summer conducting a global mapping of CARE's programmatic strategies to address or prevent gender-based violence. I used a combination of desk review and phone interviews with Country Offices to collect the information. When finished, the mapping will provide an overview of the variety, depth, and breadth of GBV programming at CARE. I'll post a final "situation report" of CARE's GBV work on the Gender wiki by the end of September 2010. Thanks to all who contributed! Please write me if you have any questions: [lstefanik@care.org](mailto:lstefanik@care.org) -Leigh Stefanik, Gender Intern, Washington, DC

## CARE Ethiopia Commits to Achieving Gender Balance

CARE Ethiopia strongly believes that achieving staff diversity at all levels will play a key role in achieving its strategic priorities. More than a year ago (April 2009), CARE Ethiopia released its Gender Equity and Diversity Action plan, signaling the start of a more deliberate focus on Gender Equity and Diversity (GED) within the organization. CARE Ethiopia released a report from a series of multi stakeholder dialogues organized around the country around International Women's Day (March 8, 2010) focusing on how to stretch the



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organization to achieve 50/50 gender balance at all levels to better represent the people we serve. To achieve its GED objectives, CARE Ethiopia has also developed a condensed facilitator's guide to roll out a half day version of CARE USA's GED Dialogue. The facilitation has been conducted in four field offices to date. Moreover, CARE Ethiopia is working on the capacity building of the female field office members with the support of leadership teams. CARE Ethiopia is also envisioning a "CARE Ethiopia's self discovery program" this FY. This program intends to reach all national female staff this year to be extended to all staff in the years to come. Facilitators' guide would be produced with the help of CARE USA Head Office staff on three topics.

Over the past year, Care Ethiopia has achieved a slight improvement in gender balance of the staff moving from 24.95 % in October 2009 to 26.3% as of August 2010. Out of this, the percentage of women staff engaged in management positions is 39.8%. Success has also been

achieved through revising the TOR of Senior Leadership Team and Field Office Leadership team composition to be based on a number of criteria and diversity factors. As a result, the SLT composition over the past year (FY10) had 50/50 gender balance while women's representation in Field Office Leadership teams has reached 31.3%. In addition to working on increasing women's representation in the work place, there have been exemplary cases where one of the field offices has challenged the status quo by hiring women in non-traditional jobs i.e. security personnel positions. CARE Ethiopia's Country Director, Abby Maxman, noted that while it is an achievement, "We have to work in creating enabling environment to balance the proportion of non managerial and managerial representations. It needs all of us integrated efforts commitment and accountability to reach a minimum of 35% women of the representation balanced on managerial and non managerial positions." - *TayeChalem Girma, CARE Ethiopia*

## CARE International Gender Policy

### CARE International Gender Policy

The CI Gender Policy is now available in three languages: French, Spanish and English. Have you seen it? **See how CARE is committing to achieving gender equality, and explore what contributions you can make.** All three can be found on the Gender Wiki (<http://gender.care2share.wikispaces.net>) and on the Portal (Documents Directory : CARE USA : About CARE : Policies : CI Policies). Each CI Member is required to report to the Executive Committee of the CI Board on their progress on implementing the CI Gender Policy by July 2011.

The **CARE International Gender Network** (made up of CI member representatives) will meet in Atlanta in November to discuss the implementation of the Gender Policy; if you have a suggestion about what should be included in the agenda contact Allison Burden or Doris Bartel ([aburden@care.org](mailto:aburden@care.org) or [dbartel@care.org](mailto:dbartel@care.org)).

## Watch this space

### Gender Wiki Undergoing Re-design

Based on feedback from users, we are currently making an effort to re-design the gender wiki. Please watch the site (<http://gender.care2share.wikispaces.net>) for new information and headings. We hope this will achieve greater user-friendliness and increased use by CARE staff. Thanks to all who have participated in our survey to gauge how the wiki can best serve users. If you need help signing up as a gender wiki user, please contact Jennifer Chen at [jchen@care.org](mailto:jchen@care.org).

**Learning from experience** – a small group of people are taking a look at the Program Quality Assessment Tools received from around the world in 2010. In total 41 programs have been assessed by Country Offices and regions. The analysis team is looking at them with a gender and women's empowerment perspective to see how our program approach is affecting change and to see how we might improve the assessment tool in the future. A big thank you to all the teams who submitted the PQAT. Read more in the next issue.

## New Resources and Opportunities

### Funding Opportunities: Food Security and Gender Linked in New USG Funding

The US Government's new "Feed the Future" initiative places a welcome emphasis on women's contributions, and the need to address gender concerns as part of successful strategies in overcoming global hunger. The new USG funding initiative,



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which is part of President Obama's pledge to commit over US\$3.5 billion towards achieving global poverty reduction through accelerated agricultural development and nutrition. It not only calls for gender as a cross-cutting strategy in all of its investments and activities, but also calls for increased attention to the negative impact of unequal access to and control over assets that affect women at all stages of the agriculture value chain. The goals of Feed the Future align well with CARE's organizational priorities and will bring exceptional opportunities for programming. Based on our past experiences, CARE staff around the world can engage with USAID, government and non-government agencies implementing *Feed the Future* to share lessons and recommendations for critical next steps to consider in addressing gender issues pertinent to food security. For more information on Feed the Future please contact Joe Lumpkin at [jlumpkin@care.org](mailto:jlumpkin@care.org) and Blake Selzer at [bselzer@care.org](mailto:bselzer@care.org).

## AWID Membership

CARE is an organizational member of the Association for Women's Rights In Development (AWID). For web-based news and information, please see <http://www.awid.org>. An added bonus: as a member we can post gender-related CARE vacancies at no additional cost. Please write to Doris if you have any questions ([dbartel@care.org](mailto:dbartel@care.org)).

## Editorial: "Making it Happen: Gender Equity and Diversity and Change"

By Allison Burden – Senior Advisor, Gender Equity and Diversity

There's a lot of talk these days about theories of change. CARE USA has a global theory of change and Country Offices are busily defining theirs as part of the broader shift to the program approach. It's an interesting process. I am fascinated by it because if we are to ever have a real impact on poverty and social injustice – then core to that impact will be deep and lasting change....so we need to think about how that change happens in any given context. Developing a theory of change helps us do that.

Contrary to the organization's commitment to excellence based on inclusion and diversity ... staff workforce data indicates that women are not well represented in the organization's workforce. This under representation is reflected at the management and leadership positions in general and specifically that of field and project offices. Currently women staff account only 24% of the total staff in the organization, as noted in the recent climate survey. Similarly, gender diversity is the lowest among senior management where female account only 13.5% of management positions. (A Country Office GED Action Plan 2008)

Another interesting development with CARE USA's strategic plan is its focus on women and girls. Why is this important? Both because we know that women and girls make up the majority of poor and marginalized people in the world and this is an injustice, and because we know that women and girls have tremendous potential to influence broader change in families and communities. Core to our success is addressing inequality and discrimination – particularly against women and girls. Changing the systems and structures that exclude them from decision making in families, communities and countries; supporting them as they take on leadership roles; increasing their access and control over resources; reducing the very practical risks they face every day.

But are we able to do it? There is evidence to suggest that we will be more effective in this effort if we are prepared to change ourselves as an organization and as staff. It is easier to work with the most marginalized if our own attitudes mean that we see them as human beings with dignity. We are more effective if we employ people who are representative of the diversity of communities we work with and who can communicate across difference; we will be better at protection if we are open to learning about the specific risks that different people face as a result of some aspect of their identity; we become more effective in our work if we are trustworthy and build trust within our teams and with our partners; our decisions will be better if we are inclusive and open as an organization.

A question, then.... What makes you change? What makes CARE change? Recently I took a quick look at 32 FY11 Annual Operating plans from around the world. Five out of six regions recognized that we need to increase our diversity as an organization – particularly increasing the number of women in management positions. What is interesting is that 50% of the CO AOPs that I looked at had similar objectives. This seems too few. Perhaps there is more going on that is not reflected in the AOPs. If you are doing anything (or wanting to do something) to address Gender Equity and Diversity in the organization, you might want to learn what others are doing, or share your ideas. Please let me know, I might be able to help, write to me in French, Spanish or English at [aburden@care.org](mailto:aburden@care.org).