

DRAFT
**CARE International strategy for
strengthening our gender approach in emergencies**

Introduction

CARE International's strategic plan prioritizes strengthening CARE's overall emergency capacities. Gender is identified as a priority issue within the emergency strategy. This strategy outlines specific actions to implement and mainstream this priority within CARE's broader emergency capacity building efforts.

CARE's work in development and emergencies around the world is guided by CARE's policies on gender. CARE's policies commit CARE to promoting the equal realization of dignity and human rights for girls, women, men and boys in all of the countries where CARE works, within our programs, in our advocacy and within our own organization. These policies apply to all of CARE's work, regardless of whether emergency or development in nature.

In practical terms, the complex context of emergency response operations presents particular challenges in relation to gender both in terms of programs and organizations. Such complexities demand creative and specific strategies to ensure that global gender policy commitments can be met in emergencies, which is the rationale for developing this specific, targeted gender in emergencies strategy. The key issues this strategy addresses are represented in a diagram at Annex 1.

CARE's Gender Policy

CARE gender policies currently exist at a CARE member level and at country office levels, resulting in the existence of a number of different policies. Recognising that the different policies share consistent intent and values, the CARE International Gender Network is currently working towards developing a harmonized CARE International Gender Policy. If endorsed by the NDC, all parts of CARE will be required to ascribe to the common policy and will be held accountable for its application.

As part of the harmonization process, the following commitments have been identified as common elements of the various existing CARE gender policies¹:

- a. Promote gender equality as an explicit internationally recognized human right.
- b. Actively analyze and dismantle systemic and structural practices that create barriers to women's realization of their rights and ability to exercise those rights.
- c. Support girls, women, boys and men, to work in creative, culturally sensitive, and effective ways – within CARE and the communities CARE serves – in order to end gender inequality.
- d. Promote wide recognition, internally and with partners and supporters, that the empowerment of women is a key step toward overcoming poverty, conflict and human suffering.
- e. Take an active role as advocates for gender equality and challenge staff, partners, governments, and funders to be accountable to common high standards of gender sensitivity.
- f. Apply these commitments within CARE and across all programme areas using integrated planning approaches and recognized gender sensitive tools and techniques such as gender analysis frameworks, collection of age/sex disaggregated data, and results-focused design and evaluation.

CARE's gender policies² also emphasise the importance of gender mainstreaming throughout CARE's organizational planning, programming and management by ensuring commitment to:

- Consistently conducting Gender analysis
- Collection of sex and age disaggregated data
- Explicitly stating expected gender related results and indicators
- Assessing resource requirements, work plans and budgets required to meet gender requirements
- Tracking and reporting on staff balance and demonstrating strategies to male/female representation
- Reporting on progress on promoting gender equality in CARE's work

¹ Draft CI Harmonised gender policy, Nagada Consultants, Aug 2007 for CI Gender Network

² Review of CARE Gender policies, Nagada Consultants, Aug 2007 for CI Gender Network

Rationale for a strategy to strengthen CARE's gender approach in emergencies

The complex context of emergency response operations present particular challenges in relation to gender both in terms of programs and organizations. Recent evaluations and experiences³ have identified some of the key challenges to mainstreaming gender within CARE's emergency response work:

- During the early focus on 'life saving assistance' the urgency of emergency response often challenge efforts to analyse and adequately address the different needs of women and men
- An emergency creates complex and high risk changes in gender dynamics and power relations. Good gender awareness and training of emergency staff is required to ensure teams are equipped to develop appropriate programming strategies
- During rapid mobilisation of emergency personnel, if gender balance is not prioritized in selection of the emergency response team, this results in low representation of women on teams. Having an adequate representation of women on teams is key to both a gender balanced organization and to ensuring access to women in communities we are assisting.
- Traditional gender biases and perceptions around roles, skills, safety and security of women and men contribute to imbalanced representation of women and men in particular positions
- Challenging conditions associated with emergency response work such as poor housing; unaccompanied status of posts; and the challenges rapid deployments pose to work/life balance and family commitments often act as deterrents to women's participation in emergencies.
- The somewhat chaotic nature of the emergencies culture is characterised by a lower level of accountability to gender standards, extending to organizational culture and resulting in a higher risk of workplace harassment and discrimination.

Ensuring mainstreaming of gender in CARE's emergency work will be a crucial factor to the success of CARE's broader strategy of strengthening our emergency response capacity and achieving our humanitarian mandate. Based on the issues outlined above, there is a clear need to take targeted action to address the particular challenges related to gender which arise in emergency responses.

Strategy Goal

Recognizing the particular complexities posed by emergency response to gender in our programming and organization; the need to take action to remedy the specific gender issues emerging from reviews of CARE's emergency work; and a commitment to ensuring that gender is appropriately mainstreamed across the broader work to strengthen emergency response capacity, this strategy has been developed to strengthen CARE's gender approach and outcomes in emergency response.

The strategy will serve to better galvanize efforts and resources towards making substantial improvements in CARE's management and approach to addressing gender differentials in emergencies.

The goal of the strategy is to strengthen CARE's gender approach in emergencies in order to ensure a positive impact on women and men, boys and girls affected by emergencies.

Strategic Objective 1: To strengthen CARE's capacities to effectively address gender within emergency programs

CARE's capacity to deliver appropriately gender sensitive programs will be strengthened by deepening CARE's knowledge of gender equity and increasing awareness and use of gender standards, tools and expertise in emergency contexts. This will help increase the capacity of emergency response teams to undertake effective gender analysis, design and program management in order to improve gender equity outcomes. This will be achieved by the following actions:

- 1.1 Develop a better understanding of women's empowerment in emergencies and how CARE's work can either contribute to or threaten women's empowerment through the Strategic Impact Inquiry
- 1.2 Document and share case studies or models of good practice for gender equity in emergencies

³ Tsunami gender evaluations, Cigee stories, ARMU research

- 1.3 Disseminate the IASC Gender Handbook for Emergencies to all COs and mandating that all CO emergency programs must meet the IASC non negotiables
- 1.4 Mainstream gender within the CARE Emergency Toolkit to ensure that gender sensitive guidelines (incorporating do no harm principles) are available for all program and operational areas
- 1.5 Improve the gender awareness and skills of emergency staff through training initiatives
- 1.6 Promote greater use of gender experts and advisors in emergency response teams (preferably national staff, or international staff if national gender experts not available)
- 1.7 Ensure gender analysis and planning is undertaken as part of emergency preparedness planning

Strategic Objective 2: To create conditions to support more equitable representation of women and men across CARE emergency teams

This objective specifically addresses the identified need to achieve greater representation of women in CARE's emergency teams, address imbalances in representation of women and men across particular specializations and leadership positions. This objective seeks to support greater inclusion and career development for women working in emergencies as well as to address some of the conditions which present barriers to greater engagement of women in emergencies. To advance this objective, CARE will:

- 2.1 Increase number of women deployed in emergency teams (both national and international staff)
- 2.2 Increase number of women selected to fill roles in CO ERTs during Emergency Preparedness Planning and identify actions to increase staff capacity as necessary
- 2.3 Analyse sex disaggregated data of staff included on CARE's emergency rosters and develop specific recruitment campaigns or targeting strategies to address critical imbalances in representation of women and men
- 2.4 Specifically target women to be selected as participants in training for non traditional roles such as logistics
- 2.5 Pilot a mentor program to support entry of women into emergencies work and career development
- 2.6 Establish standards within CARE's program support guidelines for workplace and accommodation requirements to accommodate women and men in emergency deployments
- 2.7 Encourage employing CARE members to review policy measures to address work/life balance barriers to women's participation in emergencies (for example child care allowances, family support for single parents required to deploy to emergencies)
- 2.8

Strategic Objective 3: To promote an accountable and gender aware culture in the management of emergencies within CARE

This objective seeks to strengthen the culture of gender awareness and accountability in the management of CARE's emergency responses at all levels of the organization.

- 3.1 A gender aware briefing and orientation package to be developed which addresses code of conduct, prevention of sexual exploitation mechanisms and gender standards to be mandatory for all staff deployed or engaged to work on an emergency (based on already developed materials).
- 3.2 Ensure measures to address prevention of sexual exploitation and discrimination are in place and applied during emergency responses (in accordance with CARE's policies and guidelines for the prevention and response to sexual exploitation), in particular guarantee that mechanisms are in place to report sexual harassment and discrimination in the workplace in any emergency operation.
- 3.3 Key gender indicators to be reviewed in all After Action Reviews and evaluations
- 3.4 Baseline data to be collected against indicators established in Gender Strategy Implementation Plan (Annex 2), progress against strategy to be monitored and reported to ERD, with key high level indicators included in emergencies performance metrics reporting system.

Strategy implementation

A detailed implementation plan is attached at Annex 1.

Leadership and monitoring

Consistent with the broader CARE Emergency Strategy a CARE member is required to lead work around this issue. This has until now been CARE Norway, but a new member is requested to take on this role. This would involve:

- Providing global leadership in promoting the gender in emergencies strategy
- Providing technical capacity and advice, including advising and working with persons responsible for key activities on methodology and approach
- Monitoring and reporting on implementation of the strategy

Mainstreaming of key activities and responsibilities

The implementation plan has been designed to maximize the integration of gender considerations into emergency capacity development work already underway under the umbrella of CI Strategic Direction 1. Responsibility for leadership at a CI level of implementation of individual activities therefore lies primarily with each person responsible for overall emergency capacity building in a particular functional area (eg Emergency Human Resources Coordinator, Emergency Capacity Building Advisor, Emergency Systems Development Coordinator etc). The strategy should be reflected in IOPs at the next revision opportunity, though it should be noted that these activities are not new responsibilities as all staff are already required to ensure gender mainstreaming within their work area. The strategy and implementation plan provide guidance on how to do that.

In the case of activities which apply to actual operations, the Country Director together with the Emergency Response Director will be responsible for ensuring implementation of the strategy at the CO level.

The implementation plan currently focuses predominantly on how work will be mainstreamed across CARE International's broader emergency capacity building work at the global level. A subsequent task for the member leading implementation of the plan will be to support drivers at the global level to manage coordination and implementation at the CO and specific emergency level.

Resources

The strategy has been designed to be able to be implemented as far as possible within existing emergency capacity building resources based on current priority areas of work.

Within existing resources (staff time and existing budget allocations for HR, capacity development, EPP etc)	Additional Resources: Capacity Development	Additional Resources: Operational specific
HR EPP Curriculum Development Quality and Accountability CET	SII – variable Work/ life balance / conditions consultancy – estimated up to \$20,000 Pilot mentor program – to be determined through concept paper Technical advice, monitoring and leadership of strategy implementation plan- preferably equivalent of one full time gender advisor or alternative solution proposed by lead	Cost of gender advisors (national or international) – variable

Annex 1 Gender in Emergencies Diagram

