CRS' Global Gender Strategy

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ACKNOWLEDGMENTS

ACRONYMS

ACORDAR	Alliance to Create Rural Development through Agro-Enterprise Relationships
CAG	cost application guidance
CRS	Catholic Relief Services
DFID	Department for International Development of the United Kingdom
EU	European Union
HQ	headquarters
IHD	Integral Human Development
MDG	Millennium Development Goals
M&E	monitoring and evaluation
MQ	management quality
PQ	program quality
PQSD	Program Quality Support Department
PSEA	protection from sexual exploitation and abuse
SARO	Southern Africa Regional Office
SGBV	sexual and gender-based violence
SIS	Strength in Solidarity project
SPA	strategy and signature program areas
SPP	strategic program plans
TAG	technical application guidance
USAID	United States Agency for International Development
UN	United Nations
UNESCO	United Nations Education, Scientific and Cultural Organization
USG	United States government

PREFACE

CRS' gender strategy is driven by the commitment of senior leadership and staff responsible for overseas programming who recognized early on that agency-wide understanding of and orientation to gender is critical to the success of our work. In 2008, a global assessment of CRS' gender-responsive programming and practices identified opportunities to improve programming and assessed whether we were successfully mainstreaming gender. The overall message of the report was that CRS is well-positioned to make significant improvements and an overall greater impact on the people we serve. The assessment highlighted gaps based on best practices within the industry and gender standards developed by Interaction's Commission on the Advancement of Women.[1]

In 2009, CRS SARO undertook a study to understand how gender dynamics related to programming in the communities it serves. A process was developed to complement the literature with findings from six countries that demonstrated the ways programs have had an impact on gender dynamics.[2] Subsequently, in 2010 a draft concept paper reflected the agency's commitment to gender-responsive programming and the need to further articulate a strategy that would hold CRS accountable to gender integration across the agency.[3] Furthermore, country program staff and CRS partners expressed the need to build their capacity for gender analysis, to identify and use practical tools to apply that analysis across the project cycle, and to measure strategic and practical outcomes in gender-responsive terms.

1   Pamela Sparr, *An Assessment of Catholic Relief Services' Gender Programming and Practices* (Baltimore: CRS, 2008). Recommendations are organized according to the four categories from InterAction's Gender Integration Framework: organizational culture; strategic leadership; accountability; and technical capacity.

2   CRS, *Gender: The Key to Successful Development Programming* (Baltimore: CRS, 2010). This process resulted in the publication of the *CRS Southern Africa Guidelines for Gender-Responsive Programming* in September 2010.

3   CRS, *Gender: Promoting Right Relationships to Strengthen Families and Communities,* Gender Concept Paper (Baltimore: CRS, 2010).

INTRODUCTION

This document outlines CRS' global strategy for gender-responsive programming to be used in the emergency and development work we do around the world. The strategy is an internal document that renews CRS' commitment to putting gender at the core of our programming and ensuring equitable participation and benefit of women and men, girls and boys for enhancing program quality. It has grown from our years of reflection and practical experience across many countries and is the result of many hours of consultation, on-the-ground practice, and ongoing reflection with our peer organizations, partners, and the people we serve at the grassroots level. The strategy was drafted by a global team of country program, regional, and HQ staff. It is grounded in our CRS values; the issues, problems and daily reality of the women and men in the countries we serve; and the growing body of evidence that development programs designed and executed with a gender focus produce better and more sustainable outcomes. CRS' vision at the end of five years is that, as a result of organizational excellence in delivering gender-responsive programming, we will be among the leading organizations able to demonstrate impact on gender inequality in the developing world.

CRS is currently developing its broader organizational strategy and signature program areas (SPAs). Gender integration needs to appear prominently as a key crosscutting approach to strengthening all signature program areas and core competencies as well as enhancing our operational excellence. The gender strategy defines how CRS approaches gender issues in our programming, working culture, organizational and management structures and systems across the agency. Our goal is transformational—to generate sustainable and critical change for CRS and its programs and to deepen and improve CRS' knowledge and best practices as the agency works toward achieving integral human development, gender equality, and women's empowerment. It is based on CRS' understanding that unequal gender relations are among the key underlying factors driving chronic poverty, household food insecurity, poor health, and violence against women and children.

Understanding and awareness of how gender norms affect development and emergency outcomes is critical to our work. If gender roles, norms and dynamics are not considered, programs may add to existing negative gender inequalities and miss important opportunities to improve the lives of women and girls, boys and men, and develop more equitable relationships between and among women and men at household and community levels. CRS' investments must increase the institutional capacity of the agency and its partners to identify and redress these gender imbalances. The strategy outlines the case for gender integration as a critical emerging issue for CRS, both as part of organizational culture and for good development and emergency programming.

WHAT IS GENDER INTEGRATION?

Gender integration involves identifying and addressing the gender differences and inequalities across program and project design, implementation, monitoring and evaluation. Since roles and relationships of power between men and women affect how an activity is implemented, it is essential that program planners address these issues throughout the life cycle of a program or project. Gender integration reduces potential gaps in development opportunities between women and men, making gender awareness an integral part of the organization's strategic planning, policies, operations, and the focus of continued efforts to achieve operational excellence. Gender integration implies assessing any planned action, taking into account women and men's basic needs as well as strategic interests and priorities.

WHAT IS GENDER-RESPONSIVE PROGRAMMING?

In carrying out the commitment of the U.S. Conference of Catholic Bishops to assist the poor and vulnerable overseas, CRS strives to implement programs that enable women, men, girls and boys to fulfill their roles as equal yet distinct members of their families and communities. CRS has seen the positive impact this vision has on protecting men, women, and children, strengthening families, and nurturing peaceful and just societies. Gender-responsive programming responds to this vision by addressing the gender roles, responsibilities, needs, and interests of women and men, boys and girls. It means being aware of the relationships between males and females, and recognizing the barriers and context-specific societal, religious, and cultural influences, which call CRS and its partners to address inequalities between men and women and work to protect and enhance the dignity that is the right of every human being. Gender-responsive programming addresses the gender roles, relations, needs, and interests of women and men, boys and girls in order to guarantee those right relationships. Men and women, boys and girls experience their surroundings differently as they fulfill different sets of roles and face different sets of rules, norms, and practices informed by their particular cultures and contexts.[4]

Woman participant in the gender livelihood assessment in Malawi. Trish Ahern/CRS

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4   CRS, Gender: *Promoting Right Relationships to Strengthen Families and Communities,* Gender Concept Paper (Baltimore: CRS, 2010) .

WHY DOES CRS NEED GENDER-RESPONSIVE PROGRAMMING?

Our values call us to work toward right relationships

CRS guiding principles, inspired by Catholic social teaching, compel CRS to promote right relationships among all people by ensuring that men and women have the opportunity, capacity, voice, and support they need to participate on an equal basis, to realize their full potential, and to reduce the disparities and imbalances of power including those which exist between men and women. Gender programming addresses the gender roles, relations, needs, and interests of women and men, girls and boys in order to achieve equal rights, opportunities and outcomes.

CRS embraces a preferential option for the poor and vulnerable, and expresses solidarity by working to influence and shape policies and priorities that support poor and vulnerable groups and individuals. We place a high value on the promotion of human dignity, which compels us to assure that the agency's investments increase the institutional capacity of CRS and its partners to identify and redress gender imbalances in organizations, communities and households.

In the *Letter to the Bishops of the Catholic Church on the Collaboration of Men and Women in the Church and in the World* in May 2004, Section 14, then Cardinal Joseph Ratzinger called upon the Bishops to recognize:

"…if social policies—in the areas of education, work, family, access to services and civic participation—must combat all unjust sexual discrimination, they must also listen to the aspirations and identify the needs of all. The defense and promotion of equal dignity and common personal values must be harmonized with attentive recognition of the difference and reciprocity between the sexes where this is relevant to the realization of one's humanity, whether male or female."

CRS works to build a culture of justice and peace by helping to transform society's unjust structures and institutions and by promoting just relationships within the human family. The "justice lens" in CRS programs helps CRS set priorities, sharpen responses to injustice, and apply consistent values both internally and externally in all of its decisions. Applying the justice lens to gender-responsive programming reaffirms CRS' commitment to the fulfillment of equal dignity and right relationships of all human beings.[5]

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5   CRS, *Justice and Solidarity Reflection Guide: Participant's Manual,* CRS's Justice Lens, (Baltimore: CRS), Appendices pp. 1–8.

Underlying CRS' mission and programming is Integral Human Development (IHD), a concept that envisions a future where "...all people are able to lead full and productive lives, meeting all of their physical needs sustainably, and living with dignity in an atmosphere of peace and social justice."[6] IHD promotes the good of every person and the whole person, calling on us to address poverty in the context of the full human condition. The goal of IHD is for the people we serve to increasingly realize their full human potential in solidarity with others.

The IHD framework helps CRS and partner staff better understand the complex world of the communities we serve; helps us design programs that improve livelihood outcomes; protects the physical integrity of both women and men; and promotes the cultural, economic, political, social, and spiritual wholeness of every person. Within the context of the IHD conceptual framework, gender analysis considers the existing systems and structures within a society, including cultural norms and historical trends that affect gender norms, roles and relationships. Gender considerations are essential in developing strategies and programs for individuals and communities to achieve integral human development. To that end, the CRS gender strategy will use the IHD framework to operationalize the justice lens and to integrate relief and development programs for greater impact.

Severe inequality and inequity still remain

Over the last decades, significant progress has been made toward gender equality, but it has been uneven and insufficient. Gender-related inequalities and power imbalances still contribute to high levels of female mortality. In many parts of the world, women still face a high likelihood of dying during childbirth. "Complications during pregnancy and childbirth are the leading cause of death and disability among women of reproductive age in developing countries, killing an estimated 515,000 women each year. For every woman who dies, approximately 30 more endure injuries, infection, and disabilities in pregnancy or childbirth. This means that at least 15 million women a year suffer this type of damage."[7] Divorce

> **H.E. Monsignor Celestino Migliore addressed the 61st Session of the General Assembly of the United Nations on the Promotion of Gender Equality and the Empowerment of Women in March 2007. In this address he encouraged the leaders of the world to understand that "equality between women and men and the empowerment of women will be attained when the differences of the sexes are recognized and highlighted and understood in its proper context."**

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6   See the Integral Human Development Framework in Annex 2.

7   See http://www.unicef.org/specialsession/about/sgreport-pdf/09_MaternalMortality_ D7341Insert_English.pdf.

or widowhood causes many women to become landless as they have no inheritance rights to their household assets. Gender-based violence takes the life of one in three women worldwide and is a major cause of death and disability for women aged 15 to 44 years. In addition, women who have experienced violence are at a higher risk of HIV infection.

Girls have limited educational opportunities and face harmful traditional practices that can make them vulnerable to poor health, disease and poverty. Women and girls are more likely than men to work as unpaid family laborers or in the informal sector, to farm smaller plots of land, grow less profitable stable crops, and generally earn less. Poor women have less say over decisions and less control over household assets and resources, and fewer women than men participate in community leadership positions.

As the 2012 World Bank World Development Report explains: "...gender equality is a core development objective in its own right. But greater gender equality is also smart economics, enhancing productivity and improving other development outcomes, including prospects for the next generation and for the quality of societal policies and institutions. Economic development is not enough to shrink all gender disparities – corrective policies that focus on persisting gender gaps are essential." [10]

A large body of research has established that gender inequality has costs for individuals and societies that multiply across generations.[8] Historically, gender inequalities have disadvantaged females, but gender norms and policies also have a negative impact on men and boys. Men and boys face economic constraints, are subjected to acts of gender-based violence, and are imprisoned by negative images of masculinity, thereby hindering achievement of integral human development. With the pressure of changing social norms, men and boys also risk their status in society, a threat which has sometimes resulted in a hardening of the negative masculinities, ultimately producing repercussions for the family as a whole. Moreover, growing evidence has shown that in order to effectively change power imbalances that hinder or deny women's and girls' access to resources, decision-making, and services, development projects must pay attention to the conditions of men and boys. Most importantly, programming must address the dynamics of power relationships in order to create a world in which all people are equally empowered to secure lives of dignity for themselves, their families, and their communities.[9]

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8   USAID, *Gender Equality and Female Empowerment Policy,* (Washington, DC: USAID, 2012). Gender is now a major emphasis across USAID. A point person on gender is being added within each country mission.

9   USAID, *Guide to Gender Integration and Analysis: Additional Help for ADS Chapters 201 and 203* (Washington, DC: USAID, 2010). "By addressing gender inequities and constraints grounded in entrenched gender roles and power dynamics that impact both men and women, USAID will strengthen the effectiveness of its development programming. This is not only the right thing to do; it is "smart development.""

Development outcomes improve when gender-specific needs are taken into account

Gender responsiveness in programming and organizational practices is now a standard among development organizations not only because it is the right thing to do, but also because it works! It is fundamental to the fulfillment of human rights and key to effective and sustainable development outcomes. No society can develop sustainably without increasing and transforming the distribution of opportunities, resources, and access for males and females, so that they have equal power and opportunity to shape their own lives and contribute to the development of their communities.[10] If CRS does not invest in promoting gender responsiveness in each sector, its programs will not achieve their optimal impact for the poor and may even produce unintended negative impacts. Incorporating a gender lens is integral to ensuring a "do-no-harm" approach in our programming.

The need to understand and address issues of gender and women's empowerment is widely recognized in the development community as a best practice and essential for high-quality programming. CRS has already been deeply involved in gender-responsive programming and in seeking appropriate solutions to problems in countries where we work. A more systematic process of strategic thinking must begin, however, to create a cultural shift and ensure that gender analysis and gender integration is present in every aspect of our work.

EMERGENCIES

Helping rape survivors cope

Since the inception of the CRS Sexual and Gender-Based Violence (SGBV) prevention and response program in Somalia in June 2012, CRS partners have assisted 257 survivors with critical psychosocial and medical assistance. CRS trained local partners in SGBV and financed the opening of a women's center, which serves as a rape-crisis center. Women and girls who have endured sexual violence have sought assistance there. A psychologist on staff provides counseling and a nurse provides urgent medical care. The technical assistance provided through this program helps survivors cope with their trauma and address health repercussions, so they can be functioning members of society and live in dignity.

Boy in the Philippines participating in recovery from flooding in his community. Debbie DeVoe/CRS

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10   The World Bank, *World Development Report 2012: Gender Equality and Development* (Washington, DC: The World Bank, 2011).

Humanitarian assistance is more effective when gender-specific needs are taken into account

Women and girls, men and boys experience humanitarian crises differently. In conflict settings, women may be subjected to rape as a weapon of war, men and boys can be forcibly recruited as soldiers, and girls may be used as sex slaves. In natural disaster settings, the loss of critical assets can enable negative coping mechanisms such as survival sex for women, whereas men may migrate to search for new livelihoods, leaving their families behind. Furthermore, in the wake of any humanitarian crisis, the vacuum of law and order, family separation and the breakdown of community networks, acute trauma, and the lack of shelter and privacy create the conditions for increased vulnerability to abuse, exploitation and trafficking. The increased burden on women to feed and care for their families and altered gender dynamics may lead to a surge in intimate partner/domestic violence. Lastly, the increased stress to support oneself, children, elderly, injured, disabled, etc. leaves women and girls more vulnerable to sexual exploitation at the hands of those providing relief.

Gender roles greatly impact the capacity of crisis-affected communities to overcome shocks and start the process of recovery. The mobility of women in some societies, for example, is greatly restricted due to cultural norms. As a result, they experience "gendered vulnerabilities" and are less resilient when a disaster strikes. A gender vulnerability analysis conducted at the onset of any crisis informs the assessment, design, and implementation phases of all relief and early recovery programming, so that the different needs of all are addressed in a manner that is compatible with the cultural context. Not taking gender and gendered vulnerabilities into account can lead to a greater disaster impact,[11] inadvertent reinforcement of gender inequalities, and inefficiency and inefficacy in all humanitarian programming sectors.

11   Hilde van Dijkhorst and Suzette Vonhof. *Gender and Humanitarian Aid: A Literature Review of Policy and Practice* (The Hague: Cordaid, 2005), 17

Ethiopian women participating in gender focus group discussions. Trish Ahern/CRS.

NOW IS THE TIME

The CRS gender strategy comes at an important time within the international development community. Donor nations are behind on their financial commitments to the Millennium Development Goals (MDGs) and many developing nations are not on track to meet critical development goals, particularly with respect to addressing the poverty of women and girls and gender equality. The US government has recognized the need to consistently integrate gender and protection into all its foreign assistance policies and programs.[12] There is now universal acceptance that development and humanitarian assistance must meet the distinct needs of women and girls, boys and men in order to generate positive and sustainable outcomes. Donors have become increasingly cognizant of the costs of gender inequality and its substantial impact on economic growth and poverty reduction and are moving towards more holistic gender-responsive programming and full integration of protection and SGBV into development and humanitarian programming.

Peer organizations have undertaken their own internal gender audits and are hiring more staff to improve internal gender programming and strengthen institutional capacities. Several governments have launched new initiatives that earmark foreign assistance linked to gender equality outcomes. Development and humanitarian agencies are seeing new approaches, strategies, and requirements related to gender and protection from donors such as the USG, UN, the European Commission, The Global Fund, EU donors and DFID, as well as private foundations such as Nike Foundation and the Bill & Melinda Gates Foundation. Many are placing much stronger demands on grantees to do a better job of integrating gender into all proposal development, implementation, monitoring and evaluation. New business opportunities require CRS to have a gender-responsive approach if we are to effectively compete for resources from the US government and other investors.[13]

At the same time, within the United States and internationally, there is greater scrutiny on the impact of foreign assistance and appropriate delivery systems for development aid. Recent economic events are forcing international and local nongovernmental organizations (NGOs) to scrutinize their program effectiveness and budget priorities as they face new resource constraints. All of these trends underscore the need for CRS to consider how it can improve the quality and effectiveness of its programming and how CRS can do this specifically by strengthening the way the agency integrates gender in all program areas and in its institutional structures and systems.

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12   USAID, *Guide to Gender Integration and Analysis*.(Washington, DC: USAID, 2012). Part of USAID's Automatic Directives System (ADS).

13   USAID released its new policy on Gender Equality and Female Empowerment on March 1, 2012. This affects funding initiatives and opportunities for Feed the Future, the Global Health Initiative, Food for Peace, and Office for Foreign Disaster Assistance, and requires gender integration throughout all sectors and programs.

HOW DO WE DO GENDER-RESPONSIVE PROGRAMMING?

Women and men, boys and girls experience their surroundings differently. They fulfill different sets of roles, and face different sets of rules, norms, and practices that are informed by their culture, religion and context. Gender-responsive programming starts with a gender analysis that looks at existing systems and structures within a society, including context-specific societal, religious, and cultural norms, and historical trends and influences that affect gender roles and relationships. Being aware of these underlying structural barriers and other contextual factors allows CRS and its partners to address inequalities between women and men, boys and girls. The analysis also looks at how access to services; control over assets, resources and benefits; decision-making; and division of labor differ among females and males. Both the immediate "practical needs" as well as the "strategic interests" of both sexes are taken into consideration. Once these factors have been identified in the design, implementation, monitoring, and evaluation of development and emergency programs, CRS and its partners are better able to address inequities, support the development of right relationships, prevent acts of sexual and gender-based violence (SGBV), and improve overall outcomes for individuals, families and communities.

"The Holy See—as well as many women in the world—is convinced that the true advancement of women is strongly linked to the recognition and the effective implementation of their rights, dignity and responsibilities. Women and men are both called to welcome, protect and foster these, for a renewed commitment towards humanity."

–Archbishop Francis Chullikatt, permanent observer of the Holy See to the United Nations, at the 55th session of UNESCO's Commission on the Status of Women.

WHO ARE WE ACCOUNTABLE TO?

We hold ourselves accountable for the quality and integrity of our work, and we ask that our supporters, partners, and program participants hold us accountable as well. We are accountable to:

- The people we serve: Gender-responsive programming ensures that the distinct needs of women and men, girls and boys are met and that opportunities are created to build on their capacities and potential to contribute to society.

- Our partners: The Catholic Church and others. A gender focus helps ensure that CRS and partner staff are trained and supported in their efforts to work in a gender-responsive manner within

our institutions and with the people, families, and communities we serve.

- Our donors: We are accountable for using the resources entrusted to us effectively and efficiently. Gender-responsive programming is key to ensuring that CRS and partners are addressing strategic needs, providing evidence-based results at scale, and together with program participants, we are implementing sustainable solutions that meet the needs of all.

WHAT WILL SUCCESS LOOK LIKE? GENDER-RESPONSIVE PROGRAM OUTCOMES

CRS' preferential option for the poor means that in every economic, political, and social decision, concern must be given to the needs of the poorest and most vulnerable. When we do this we strengthen the entire community. CRS aims to increase human dignity and well-being by promoting gender equality and the empowerment of vulnerable groups and by transforming unjust structures, focusing on these strategic outcomes that help people to realize full human potential:

- Strengthened ability of the poor and marginalized—in particular women and girls—to have access to, control of, and the ability to benefit from economic, social, political and cultural resources; opportunities; and services in the societies in which they live.

Climate change has impacted women farmers in Cambodia. Sean Sprague for CRS.

ALTERNATIVES TO HARMFUL TRADITIONS

In Kenya, CRS works to promote alternative rites of passage in communities where harmful traditional practices are used to mark the shift from childhood to adulthood, endangers the health and wellbeing of young girls and boys. Female genital mutilation, early marriage (child brides), and abduction endangered the well-being of young girls. CRS recognized the need to have girls, boys, parents, elders, government officials, and religious leader of all faiths involved in determining alternatives to the traditional rites of passage. Parishes in Kenya work to develop community support in order to slowly shift deeply held cultural beliefs that are harmful to young boys and girls and instead create safe alternative opportunities.

- Reduction of SGBV and conflict through greater protection of human rights.

- More equitable national and traditional legal and other governance systems that respond to the needs of vulnerable and marginalized populations.

HOW WILL WE ACHIEVE THESE OUTCOMES?

Success will depend on our ability to identify and implement priority actions that promote gender equality and empower women and girls, men and boys, through actions aimed at:

- Increasing women's and girls' access to and control of resources, decision-making, leadership, and participation within families and communities.

- Enhancing women's and girls' economic empowerment.

- Ending violence against women and girls, boys and men.

- Supporting civil society advocacy with state and traditional systems to reform legal frameworks that protect women's rights.

- Engaging women and men in peace and security responses.

- Building the capacity of CRS and partner organizations in gender responsiveness.

- Ensuring that CRS organizational and programmatic action plans and budgets are gender responsive.

- Striving to be led by our country program and regional colleagues, and supporting their work in ways that best meets their specific needs.

ADOLESCENT GIRLS AND ECONOMIC STRENGTHENING

In 2010, CRS conducted two assessments to examine three different economic strengthening interventions and the roles they played in supporting and developing adolescent girls' livelihood options in Rwanda and Zimbabwe. The assessments entitled My Skills, My Money, and My Brighter Future, described the opportunities and constraints faced by adolescent girls, as well as their households, as they worked toward developing sustainable livelihoods. The findings of these assessments were published and disseminated in a publication launch in Washington, DC in order to encourage program designers, implementers, donors and policymakers to address specific needs of adolescent girls in programs targeting vulnerable children and youth

- Strengthening strategic partnerships with other stakeholders and development practitioners.

- Seeking sustainable solutions that endure beyond the life of a project or program and address the underlying cause of poverty and injustice.

- Expanding the reach and profile of our work to achieve greater influence and impact on gender inequality.

HOW WILL WE GUARANTEE ACCOUNTABILITY, ONGOING IMPROVEMENT, AND SUSTAINED INVESTMENT?

The strategy serves as a guideline for enhancing our operational excellence and improving our gender-responsive knowledge, skills, and attitudes at all levels of the organization. The strategy also supports and expands CRS' work with our partners who implement our programs and serve the most vulnerable and marginalized people throughout the world.

To achieve accountability at all levels and make sure investments in gender equality are both effective and sustained, CRS' gender strategy includes a process for a gender implementation plan of action, budget recommendations, and a scorecard system to ensure that CRS monitors, evaluates, and reports to stakeholders on its gender strategy.

HOUSEHOLD INCOME GENERATION

From 2007 to 2008, CRS implemented savings and internal lending (SILC) activities in Kolda, Senegal, to create a culture of savings among poor and vulnerable populations. The program intentionally targeted women during initial implementation. During a post-project return visit, CRS learned of the enormous positive impacts achieved in terms of gender equality. Men and women emphasized results such as improved equal control of household assets, balanced influence in decision-making for family and community well-being, and improved relationships between men and women. Men also noted that by enabling their wives to control household financial resources and make decisions, the well-being of their children had improved.

Nicaraguan women entrepreneurs harvesting onions. Karen Kasmauski for CRS.

A VISION FOR CHANGE

Since the early 2000s, CRS has applied a theory of change grounded in the concept of Integral Human Development, or IHD, which strives for the good of the whole person and every person. Advancing IHD requires a variety of actors working together to transform the way that societies live, heal and structure their relationships. The theory of change that grounds CRS' gender-responsive programming is that by addressing gender inequality and transforming systems and structures, we will create an enabling environment that provides vulnerable groups, particularly women and girls, greater access to assets (e.g., education, skills, income, and land). This in turn creates a positive feedback loop that allows them to exert greater influence on systems and structures, providing access to a wider array of livelihood strategies which increases resilience to shocks, cycles, and trends and improved outcomes—specifically IHD for all.[14]

Our theory of change is based on the understanding that positive changes in social, economic, political, and cultural assets, livelihoods and opportunities for the poor and vulnerable will result in improved outcomes. At the same time, broader systems and structures must be responsive to basic needs and strategic interests of women and men, boys and girls so they can live with dignity and be secure in their environment. CRS will achieve greater impact by convening partners and allies to influence change in systems, structures, and gender norms and power relationships in ways that empower the poor. CRS, along with its partners, will be a voice and an innovator. We will build strategic partnerships with donors and others to achieve outcomes that ensure gender equality in all that we do.

Applying a gender lens to the IHD framework enables CRS and partners to design humanitarian and/or development interventions in holistic, people-centered ways in order to build resilient individuals, households and ecosystems. It helps staff and partners—along with the resource-poor women, men, boys and girls, households, and communities with whom CRS works—to develop more rapid, effective, and environmentally sustainable pathways out of poverty and lead into empowered and healthy productive lives supported by more just and peaceful systems and structures.

Adolescent girl in Haiti planting mango trees

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14   See Annex 2 for IHD Framework.

Participants in a CRS Agricultural program in Rwanda for widows and survivors of genocide.
Steve Rubin for CRS

How will we achieve this change?

CRS HQ, regional, and country program leadership will commit to implementing key initiatives and activities that support the following core elements of the strategy:

- CRS designs and implements high-quality gender-responsive programs.

- CRS PQ and MQ structures and systems affirm gender-responsive programming.

- CRS monitors, evaluates, and is accountable to the people we serve and to other stakeholders.

- CRS becomes a gender-responsive learning organization.

SUPPORTIVE FATHERS, HEALTHY FAMILIES

In Nicaragua's Child Survival project, CRS is engaging men to take part in the health care of pregnant women and newborn babies. CRS Malawi's Title II program organized a unique event for Malawi—a Couples Conference attended by 350 people, including 150 couples and local government officials. The goal of the event was to educate men on their roles and responsibilities in maternal and child health care, motivating them to contribute to the maternal and child health initiative. Its messages are now being rolled out at the district and sub-district levels as a tool to increase male participation in Maternal Child Health and Nutrition Programs.

CORE ELEMENTS

The goal of CRS' gender strategy is to ensure that women and men, boys and girls realize their full rights, responsibilities, and opportunities within their families and communities. CRS overseas programs will focus on four core elements to ensure that CRS programs are gender responsive (see Figure 1).

Figure 1: Core elements of the strategy.

- **CRS leadership, PQ and MQ structures, and systems affirm gender-responsive programming**

- **CRS designs and implements high-quality gender-responsive programming**

Organizational culture and systems

Knowledge, skills and attitudes

M&E accountability

A gender learning community

- **CRS monitors, evaluated, and reports to stakeholders**

- **CRS becomes a gender-responsive learning organization**
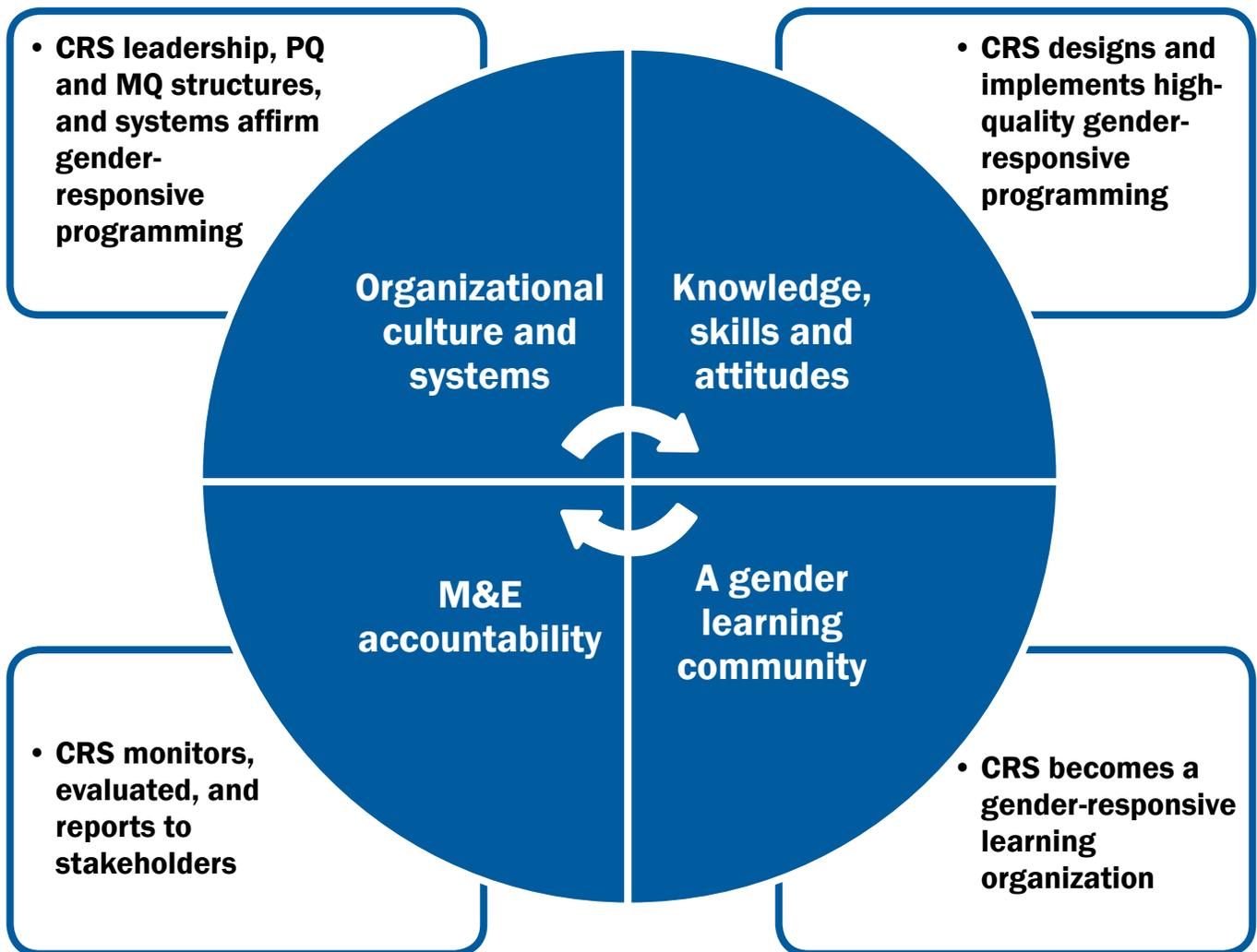
ORGANIZATIONAL CULTURE AND SYSTEMS

CRS organizational culture and systems affirm gender-responsive programming

CRS is committed to increasing the prominence of gender considerations in its organizational values, working culture, and management systems and structures. To do so, we will create and sustain an internal organizational culture that supports the integration of gender considerations at all levels of the organization. CRS leadership will communicate and demonstrate their support and commitment to gender integration across the agency. Recruitment, hiring, training, and mentoring of HQ and overseas staff will foster the knowledge, skills, and attitudes necessary for gender-responsive programming. Business development systems will be strengthened to support overseas programming with a focus on improving competitiveness through gender-responsive programming. CRS' operational excellence will be strengthened by opting for a gender integration approach.

ENTREPRENEURSHIP

The Alliance to Create Rural Development Opportunities through Agro-Enterprise Relationships (ACORDAR) project in Nicaragua created female entrepreneurship opportunities in business development services through female ownership and administration of seedling nurseries and organic fertilizer production for the organic coffee supply chain. The project successfully increased the number of women in cooperative leadership roles, and institutionalized gender equity policies among multiple rural businesses.

By supporting women's savings/lending groups, the Central America Agriculture for Basic Needs (A4N) project ensures active participation of women who might otherwise be marginalized from an agro-enterprise program.

CRS leadership affirms gender-responsive programming

CRS will promote a gender-responsive organizational culture by continuously raising awareness within the agency and strengthening the existing environment for dialogue and learning. CRS will actively engage overseas staff at all levels in reflection and behavior change. To foster a gender-responsive value system, CRS will undertake the following actions:

- CRS leadership promotes gender integration as part of operational excellence in the new Agency Strategy and Signature Program Areas.

- CRS' leadership affirms commitment to gender integration across the agency and promotes adoption at the country program, regional and HQ levels.

- Divisional leadership commits to operationalize the gender strategy and plan of action in the workplace and to implement high-quality gender-responsive programming.
- Agency resources will be acquired, leveraged, and allocated to ensure gender integration across all organizational units and program sectors.

Management quality structures and systems support gender integration in organizational implementation of gender-responsive programs

CRS will conduct gender audits at the country program, regional, and HQ levels with the purpose of making necessary improvements in management quality systems and structures that facilitate gender-responsiveness in organization and programming. Gender audits will enable the human resources division to identify gaps in recruitment and hiring practices and establish non-discriminatory practices where needed. CRS will seek to ensure equitable compensation and benefits for both men and women. CRS will take the following actions to guarantee management quality, structures, and systems that support gender integration and implementation of gender-responsive programming:

- Conduct gender audits at country program levels, which will identify gaps and provide a basis for necessary improvements in human resources, finance, procurement, and other management systems and processes.

- Orient new and existing staff on gender-responsive programming, including face-to-face and e-learning through podcasts and the CRS e-Learning Portfolio ("CRS Learns").

> **APPLIED LEARNING**
>
> As an example, funding through an annual program statement (APS) drops in Ethiopia, and resources are dedicated to the development of a proposal. Similar to how country programs are trained in IHD, ProPack, SMILER, and other CRS tools, technical capacity is brought in not only to support the process of integrating gender into project design, but also to develop and adapt tools and build staff capacity on gender analysis for future programming.

- Work with the CRS human resources division at HQ to develop and include gender competencies in hiring, remuneration, promotion, performance management, decision-making, and other relevant human resources policies and systems.

- Train national, country program, and international human resources teams in non-discriminatory recruitment, hiring, and compensation practices.

- Roll out a policy for protection from sexual exploitation and abuse (PSEA) to train and investigate mechanisms at the country program, regional, and HQ levels.

- Ensure that agency tools, resources, systems, and processes integrate relevant gender considerations that support making gender part of regular PQ and MQ practice.

Integrate gender responsiveness into strategic planning processes

CRS will ensure that all program sectors and country-specific strategic program plans (SPP) actively integrate gender-responsive elements by using gender analysis tools and strategies during key points of the planning processes.

- Under CRS's Agency Strategy, Signature Program Areas (SPAs), core competencies and other sectoral program strategies will be aligned using a gender-responsive approach.

- Gender audits and livelihood assessments will be reviewed in relation to the agency's gender-strategy, and will be a key component for reviewing and approving any new program plans. CRS strategic program planning will support gender action plans at the country level.

- Gender analysis tools will be used to help shape the approach of core program areas by analyzing specific gender concerns relevant to the geographic and sectoral context. The agency, country programs, and regions will utilize a common gender audit on the MQ side and a gender analysis on the PQ side to ensure symmetry across the agency.

- CRS will support partners with tools and methodologies for incorporating gender responsiveness into their strategic planning and management processes and review of any new development proposals.

- CRS country and regional programs will be accountable for organizational changes as well as managing and implementing gender-responsive approaches in programming.

Ethiopian women from Belewa Diredawa mapping the assets in their community. Trish Ahern/CRS.

KNOWLEDGE, SKILLS AND ATTITUDES

CRS staff and partners apply knowledge, skills, and attitudes to deliver gender-responsive programming

To work effectively across program sectors, CRS staff and partners must be responsive to and knowledgeable about gender issues and be able to apply gender knowledge, skills, and attitudes in all they do. It will demand a commitment to listen and learn from our colleagues, our partners, and the communities with whom we work. As staff and partners learn how to recognize and address the specific needs of men, women, girls and boys, they will be better equipped to ensure appropriate and responsive program design, development, implementation, monitoring, evaluation and reporting.

To increase knowledge, skills and attitudes, CRS will:

- Update key CRS programming resources to include clear technical guidance for gender integration including ProPack I and II, SMILER, the IHD Facilitators Guide, the Gender-Responsive Toolkit in the Project Proposal Guidance Manual, the Emergency Preparedness and Response Handbook, the Emergency Assessment Manual, the Protection Manual, the Real Time Evaluation Guidance Note, and other materials that guide CRS program planning, implementation, and M&E.

> **PEACEBUILDING AND JUSTICE**
>
> In Malawi, livelihoods are threatened if a male head-of-household dies, as land rights in patrilineal societies are not passed to women. Domestic violence also threatens the well-being of the family. CRS, volunteers, and religious leaders work with dialogue groups for men, women, and couples to achieve women's inheritance rights and protect them and their children from domestic violence.

- Improve M&E data and gender-disaggregated assessments and analysis of the findings of these assessments for stronger gender-responsive proposal design and development.

- Provide access to high quality current gender tools and resources categorized by sector on CRS's Gender Share Point site. This serves as a gender library.

- A gendered vulnerability assessment tool will inform and support CRS emergency staff 's ability to design more effective humanitarian assistance programs with a Do No Harm approach.

- A new chapter on gender and diversity in the *Institutional Strengthening Guide*[15] series will further support overseas partners and CRS to improve their skills and organizational capacity in gender-responsive and diversity committed systems and structures.

A CRS program participant in Guatemala with child David Snyder for CRS.

- Train CRS staff and partners at the country program, regional, and HQ levels in gender-awareness and gender-integration strategies. CRS will develop and promote leadership training courses, new technologies such as webinars, podcasts, and e-learning materials on gender for HQ and field-based staff and partners.[16]

- Collaborate with the Strength in Solidarity project: Transforming CRS and Partners' Capacity to Serve the Poor (SIS) to improve internal CRS systems, structures, and skills that impact agency effectiveness in partner capacity strengthening and gender integration.

CRS staff and partners design high-quality gender-responsive programs

All CRS business development tools and processes will be revised to include gender-responsive approaches to proposal development and cost application. CRS will continue documenting and annually reviewing past performance in gender responsiveness to inform new learning and business opportunities. In light of new donor requirements related to gender integration, an analysis of existing programming will determine how CRS is positioned to access funding resources and what CRS needs to do to become more competitive.

To increase business capacities and skills, CRS will:

- Update tools and systems, such as technical application guidance (TAG) and cost application guidance (CAG), in the business development unit to include a strong gender-responsive lens.

- Track gender and sexual and gender-based violence (SGBV) programs in the Win Loss database and Gateway, a new system for integrating project data.

- Create or revise past performance references and capacity statements on gender annually.

15 CRS, *Institutional Strengthening: Building Strong Management Processes* (Baltimore: CRS, 2011). http://www.crsprogramquality.org/publications/2011/10/4/institutional-strengthening-guide.html

16 To facilitate USAID's wholly reformed vision for advancing gender equality and women's empowerment, women's leadership incentive funds will soon be available to country missions to incorporate components focused on women's leadership into existing activities, with the objective to enable innovation and/or scale up efforts that improve development outcomes and advance gender equality.

M&E AND ACCOUNTABILITY

CRS monitors, evaluates, and reports to stakeholders on gender outcomes

CRS recognizes its responsibility to provide evidence of impact on gender equality and right relationships. Regular monitoring and reporting on the gender strategy implementation process will allow CRS to hold itself accountable to all stakeholders. Our theory of change outlines the gender-responsive outcomes we hope to achieve. Gender-disaggregated data along with gender indicators will be used to document outcomes and impact. We will innovate by identifying best practices and developing evidenced-based, replicable solutions that help to reduce gender inequalities in our programming.

Roll out a gender scorecard system (tool, analysis process, reporting, and action planning), to country programs, regions, and HQ overseas operations.

The CRS gender scorecard will select indicators that will allow strategy managers at each level of the agency to track progress towards addressing the four elements of the gender strategy – organizational culture and systems, knowledge skills and attitudes, M&E, accountability and learning. The tool will encourage progress to be made against more equitable human resources practices, ensuring gender-responsive programming throughout the project cycle, and encouraging learning to enhance management and program quality. Indicators will be selected, analyzed, and reported to encourage behaviors that will affect change in the agency. A guide detailing the purpose, principles, domains, and analysis process of the gender scorecard will be rolled out at the country program, regional and HQ levels. Initially the scorecard will be Excel and CRS will explore automated options based lessons learned from the anticipated CRS partnership scorecard.

> **PRINCIPLES OF THE GENDER SCORECARD**
>
> **The gender scorecard should:**
> - **Be useful for country programs (relevant).**
> - **Be light, not burdensome.**
> - **Be linked to an existing process (annual program plan).**
> - **Not require additional funding or external support.**
> - **Reward progress.**
> - **Be evidence-based.**
> - **Be actionable (focus on changeable behavior).**

Develop community feedback systems

Community feedback systems will enable CRS to understand social, religious, and cultural attitudes around gender and better develop appropriate program interventions based on a gender-disaggregated analysis of needs and opportunities. By lending a voice to the primary stakeholders—the people we serve—CRS staff will be better able to track the outcomes of interventions that may affect gender relations. CRS staff will modify programming as appropriate, based on community feedback, and will respect Do No Harm principles to achieve the best gender outcomes.

LEARNING COMMUNITY

CRS becomes a gender learning community

The agency's well-known commitment to social justice gives us a unique opportunity to participate in development dialogue at many levels. As an agency CRS will pursue leadership in implementing innovative gender-responsive programming. The operational excellence we seek in our overseas programming requires a three-way process of learning, dialogue, and engagement with our stakeholders. This ongoing interaction will help CRS achieve the following outcomes:

Increased knowledge of and learning on gender-responsive programming

Our growth as an organization and our relevance depends on fostering a culture of learning and innovation. Growth is achieved not only from examining our own performance but also from sharing our experiences with and learning from the experiences of our peers, local partners and other stakeholders. To further our knowledge management, learning, and innovation we will:

- Conduct rigorous gender analysis to ensure clear understanding of relationships between women and men, girls and boys in order to design programs that promote equitable relationships and opportunities.

- Publish and disseminate best-practice program briefs, gender-related programming assessments, analytical tools, and manuals.

- Hold learning events to disseminate CRS best practices and innovations in gender programming.

THE CRS-LED AIDSRELIEF CONSORTIUM operated in 10 countries over a period extending from 2004 to 2012. As part of the project's knowledge management efforts, CRS documented the way in which countries undertook a gender analysis of ongoing programming and developed gender-responsive options that improved program outcomes by increasing male involvement. For example, in Uganda, CRS encouraged HIV testing for couples by strengthening their relationships through participation in The Faithful House program. In Zambia, women coming for prenatal care with their male partners under the prevention of mother-to-child transmission of HIV program were able to skip to the front of the line and receive services faster. In Kenya and Tanzania, men's support groups provided psychosocial support, income-generating, and other services to men on treatment. This support not only benefited the men, but also their families.

Youth from Atlanta community in EL Salvador participating in the Youth Build Project. Silverlight for CRS.

- Reach out to learning alliances, research institutions, and universities with technical resources, and engage them in strengthening our operations research capabilities.

- Develop a community of practice approach that consistently upholds CRS' core values and emphasizes knowledge-building on gender-responsive programming and gender-responsive organizational practices among practitioners.

- Promote solidarity and linkages among and between local and international groups to support learning and joint action, broaden access to resources, and create change agents at multiple levels.

Programming informs advocacy initiatives on gender and gender-based violence

CRS' growth and recognition as an agency committed to social justice requires us to be present and vocal in supporting civil society groups and local governments at the country, regional, and global levels. The agency will raise the visibility of our gender programs that respond to the needs and interests of women and men, boys and girls in the different spheres of our activity. We will identify and engage in strategic collaborations with other civil society, church partners, public and private organizations, and local governments as a means of strengthening our advocacy on issues of gender inequality at different levels. In support of these actions, CRS staff at country, regional, and global levels will:

- Promote and foster partnerships with local women's and girls' empowerment organizations, as appropriate.

- Work with the local church and other local partners to identify how CRS can appropriately support advocacy and messaging on gender-related issues in the countries where they work.

- Respond to the intersection of gender considerations and ethnic and cultural discrimination in order to provide support for vulnerable and disadvantaged populations.

- Engage in representation and advocacy to public and private stakeholders through meetings, conferences, technical networks, and informal interactions.

- Work toward empowering people's self-reliant action, and stand in solidarity as they work toward transforming the social conditions that hold gender inequality in place.

Ethiopian men participating in a gender focus group discussion. Trish Ahern/CRS.

THE WAY FORWARD

The CRS gender strategy is an internal document with a five-year time frame (2013–2017). The strategy will be updated after a midterm reflection and based on learning that emerges from program implementation and annual programmatic planning processes at the country and regional levels.

Implementation of the strategy requires a variety of interventions at all levels of the agency to ensure that CRS and its partners assist women and men, girls and boys in a gender-responsive manner. The strategy is designed as a guide for HQ, country, and regional program and management staff and partners' to integrate gender into humanitarian and development work. An action plan is being developed to cover the period from 2013 to 2015. Many changes to CRS practices will begin immediately while others will take effect in the long term, as we develop systems, procedures, materials, and processes and begin implementation.

A phased process at the country program and partner level will institutionalize gender transformative approaches within strategic and project planning, organizational systems, and structures. Other changes will be on the technical, programmatic, and organizational levels of CRS at HQ, in regions and country programs, in order to integrate gender considerations into the ways we work and how we influence the world around us.

Through the experience gained, we will assess and sharpen the strategy. We will remain accountable to this strategy and to our partners with whom we work, the people we serve, and the donors who support us. Each step forward will provide new leadership, a new landscape, new successes and challenges, and new opportunities for learning, action, and social change.

ANNEX 1: KEY GENDER DEFINITIONS AND CONCEPTS

A critical first step in adequately incorporating and addressing gender issues in programs is to establish a common understanding of the definitions of key terms and the various ways in which gender is discussed within the context of poverty and development. Below are some key definitions and concepts,[17] the sources for which are noted below:

KEY DEFINITIONS

Gender: Refers to the two sexes, male and female, within the context of society. Factors such as ethnicity, class, race, age and religion can affect gender roles. Gender roles may vary widely within and between cultures, and often evolve over time.[18] These characteristics often define identities, status, and power relations among the members of a society or culture.

Sex: The biological identity of males and females, as manifested primarily by our physical characteristics.

Gender equality: Reflects the concern that women and men, boys and girls have equal opportunities, resources, rights, and access to goods and services that a society values—as well as the ability to make choices and work in partnership. Gender equality also means equal responsibility in terms of workloads and energy expended within one's individual capacity to care for families and communities. Gender equality does not mean that men and women, boys and girls become the same, but that their opportunities and life chances are equal and that the differences that do exist in their talents, skills, interests, ideas, etc. will be equally valued.

Gender equity: The process of being fair to men and women, boys and girls that leads to equality—the equal valuing in society of both similarities and differences between men and women, boys and girls and the varying roles they play. To ensure fairness, measures must often be available to compensate for historical and social disadvantages or biological makeup that prevent women and men, girls and boys from otherwise operating on a level playing field.

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17   Definitions adapted from the *CRS Southern Africa Guidelines for Gender-Responsive Programming* (Baltimore: CRS, 2010).

18   From address given by Archbishop Francis Chullikatt, permanent observer of the Holy See to the UN at the 55th session of UNESCO's Commission on the Status of Women, March 18, 2011.

Empowerment: A process of awareness and capacity-strengthening that leads to greater participation and decision-making power. It enables people to take control over their lives, set their own agendas, build self-confidence, solve problems, and develop self-reliance. It involves the ability to make choices as well as to define what choices are offered. While only women and men can empower themselves, institutions can support processes that create space for them to develop their skills, self-confidence, self-reliance, and access resources.

Gender-based violence: Violence that is directed against a person on the basis of gender or sex in both public and/or private life. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion, and other deprivations of liberty. While women and men, boys and girls can be victims of gender-based violence, women and girls are the main victims.

Gender analysis: Examines the differences in women's and men's lives, including those which lead to social and economic inequality for women. It is a tool for systematically collecting data that can be used to examine these differences, the different levels of power they hold, their differing needs, constraints and opportunities, and the impact of these differences on their lives. This understanding is then applied to policy development and social services in order to address inequalities and power differences between males and females.

Gender mainstreaming: Is a strategy for promoting and achieving gender equality. It involves making women's as well as men's concerns, needs and experiences an integral part of ensuring that gender perspectives and attention to the goal of gender equality are central to all activities such as policy development, research, advocacy/dialogue, legislation, resource allocation, and planning, implementation and monitoring of programs and projects.[19] It is not an end in itself, but a strategy and approach used as a means to achieve the goal of gender equality.

Gender relations: Concerned with how power is distributed between women and men, girls and boys. Gender relations are simultaneous relations of cooperation, connection, mutual support, and of conflict, separation, and competition, of difference and inequality. They create and reproduce systemic differences. They define the way in which responsibilities and workloads are allocated and the way in which each is given a value. Gender relations vary according to time and place, and between different groups of people. They also vary according to other social relations such as class, race, ethnicity, and disability.

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19   "Concepts and definitions." UN Women: United Nations Entity for Gender Equality and the Empowerment of Women. Accessed May 25, 2013. http://www.un.org/womenwatch/osagi/conceptsandefinitions.htm.

KEY CONCEPTS

Gender-responsive programming: Programming that addresses the gender roles, relations, needs and interests of women and men, boys and girls in order to guarantee those right relationships. Men and women, boys and girls experience their surroundings differently as they fulfill different sets of roles, but also face different sets of rules, norms, and practices informed by their particular cultures and contexts. The inclusion of a gender analysis is essential for properly developing gender-responsive programs and strategies for individuals and communities to achieve integral human development.

Gender integration: Involves identifying and then addressing the gender differences and inequalities across all program and project design, implementation, monitoring and evaluation. Since roles and relationships of power between men and women affect how an activity is implemented, it is essential that project and activity planners address these issues throughout the life of a program or project. USAID uses the term "gender integration" in both development and humanitarian planning and programming.[20]

Levels of gender integration: There are three broad-levels of integration: gender neutral, gender sensitive, and gender transformative. Understanding how programs reflect gender awareness can help us understand how the program or policy was designed and is being implemented as well as in designing and implementing new programs.

- **Gender neutral.** Gender-neutral programs distinguish little between the needs of men and women, neither reinforcing nor questioning gender roles. By this definition, these types of programs are often called "gender-blind." If a program does not recognize the differences between men and women, it is in danger of incorporating existing biases. However, some gender-neutral programs or policies may benefit women and transform inequalities without having to account specifically for gender differences. For example, a policy for free primary education would significantly improve access to education for girls as well as boys.

- **Gender sensitive.** Gender-sensitive programs recognize the specific needs and realities of women and men, boys and girls based on the social construction of gender roles and respond to them accordingly. This level of awareness may be informed by a sound gender analysis that has looked at the specific assets of men and women and assessed how to accommodate their different roles and needs.

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20   USAID, *Guide to Gender Integration and Analysis: Additional Help for ADS Chapters 201 and 203* (Washington, DC: USAID, 2010).

- **Gender transformative.** Gender-transformative programs seek to transform gender roles and promote more gender-equitable relationships between men and women. This level of awareness is informed not only by an analysis of the practical needs of males and females based on their respective roles, but also the underlying structural and systemic issues that have created and sustained the different needs of men and women. This type of program is designed to not only meet the practical needs of men and women but also respond to the strategic interests for greater, more sustainable equity between sexes.[21]

Types of labor: Labor is divided among productive and reproductive tasks. The assessment helps identify the different labor tasks and addresses the question of who does what task?

- **Production.** This includes the production of goods and services for income, subsistence and trade. It is work done that is mainly recognized and valued as work by individuals and societies, and which is most commonly included in national economic statistics. Productive work normally earns money for the person who does it. Women and men both perform productive work, such as agricultural production, but not all of this is valued in the same way. Lack of recognition of certain categories of productive work distorts program and policy planning as it is not considered in the design. Much of women's labor is often unrecognized, and therefore, not considered in the program and policy design.

- **Reproduction.** This encompasses the care and maintenance of the household and its members, such as cooking, washing, cleaning, nursing, bearing and looking after children, building and maintaining shelter. This work is necessary, yet it is rarely considered of the same value as productive work. It is normally unpaid and is not counted in conventional economic statistics. It is mostly done by women.

Access and control: Access is defined as the opportunity to make use of a resource. Control is the power to decide how a resource is used, and who has access to it. Understanding who has access and control of resources can help to identify opportunities that make use of a resource for a larger gain. It indicates whether women or men have access to resources, who controls their use, and who controls the benefits of a household's (or a community's) use of resources. Access simply means that you are able to use a resource, but this says nothing about whether you have control over it. For example, women may have some access to local political processes but little influence or control over which issues are discussed and the final decisions. The person who controls a resource is the one ultimately able to make decisions about its use. Women often have access but no control.[22]

21   Adapted from *CRS Southern Africa Guidelines for Gender-Responsive Programming* (Baltimore: CRS, 2010).

22   Just Associates, "Access to and Control of Resources" (presentation at the Association for Women's Rights and Development International Forum, Istanbul, Turkey, April 19–22, 2012).

Power: The degree of control over material, human, intellectual and financial resources exercised by different sections of society. Power is dynamic, exercised in the social, economic, and political relations between individuals and groups, and can be used for both positive and negative ends.[23]

Condition: The immediate, material circumstances in which men and women live, related to their present workloads and responsibilities. Providing clean water or stoves for cooking, for example, may improve the condition of women by reducing their workloads.

Position: Describes the place of women in society relative to that of men. Changing women's position requires addressing their strategic gender interests, including equal access to decision-making and resources, and eliminating discrimination in employment, land ownership and so on. In order to change women's position, we must address the way gender determines power, status, and control over resources.

Practical needs: These needs are often associated with material conditions related to daily needs. If these were met, the lives of women and men would be improved without changing existing gender division of labor or challenging women's subordinate position in society. Meeting practical interests/needs is a response to an immediate perceived necessity; interventions that do this are typically concerned with inadequacies in living conditions such as provision of food, fuel, water, credit, land, technology, health care, education and employment.

Strategic interests/needs: The needs represent changes in gender roles, division of labor, power control, or new opportunities related to disadvantaged positions in society. If these were met, the existing relations of unequal power between men and women would be transformed. Those identified by women may include issues such as legal rights, domestic violence, equal wages, and women's control over their bodies. Men also have strategic interests/needs such as transforming their own roles in child care or resisting conscription into a fighting force, or, on the other hand, they may resist women's demands for more control over their own lives. Every practical development intervention has an effect on power relations (the strategic areas of life) whether this is intended or not.

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23   Just Associates, "Access to and Control of Resources" (presentation at the Association for Women's Rights and Development International Forum, Istanbul, Turkey, April 19–22, 2012).

HOW TO CONDUCT A GENDER ANALYSIS

A gender analysis helps us identify, understand, and develop strategies to redress inequities based on gender in our programming at the country, sectoral and/or thematic levels. It is a process that assesses the impact that a development activity may have on men and women, boys and girls, and on gender relations (e.g., the economic and social relationships that are constructed and reinforced by social and political institutions). It also informs us how gender roles and relations could positively or negatively impact our programs. Gender analysis can be used to assess and build capacity and commitment to gender-sensitive planning and programming in donor and partner organizations. Without gender analysis, critical assumptions can be overlooked and either our programs can be undermined or harm is inadvertently caused.

Ten steps in the process of conducting a gender analysis:

1. Collect sex-disaggregated household, workplace, and community-level data/information relevant to the program for each area below.

2. Assess how the gender division of labor and patterns of decision-making affects the program, and how the program affects the gender division of labor and decision-making.

3. Assess who has access to and control over resources, assets and benefits, including program benefits.

4. Understand women's and girls' and men's and boys' different needs, priorities and strengths.

5. Understand the complexity of gender relations in the context of social relations, and how this constrains or provides opportunities for addressing gender inequality.

6. Assess the barriers and constraints to women and men participating and benefiting equally from the program.

7. Develop strategies to address barriers and constraints, include these strategies in program design and implementation, and ensure that they are adequately resourced.

8. Assess partner capacity for gender-sensitive planning, implementation and monitoring, and develop strategies to strengthen capacity.

9. Assess the potential of the program to empower women, address strategic gender interests, and transform gender relations.

10. Develop gender-sensitive indicators to monitor participation, benefits, the effectiveness of gender equality strategies, and changes in gender relations.

Apply the above information and analysis throughout the program cycle.[24]

24   Juliet Hunt, "Introduction to gender analysis concepts and steps," *Development Bulletin* 64 (2004), 100–106.

ANNEX 2: INTEGRAL HUMAN DEVELOPMENT FRAMEWORK

ASSETS

We help people assess what resources they have access to, such as homes, crops, money, health, faith or education.

SYSTEMS & STRUCTURES

We assist people as they map how societies are organized in systems and structures.

OUTCOMES & FEEDBACK

We monitor the results and help find ways to address people's needs, reinforcing their capacities and ability to influence.

INTEGRAL HUMAN DEVELOPMENT

INFLUENCE & ACCESS

We help people identify who has power to influence the systems and structures, taking into account gender and other factors.

STRATEGIES

We seek to understand people's strategies for improving their lives and preparing for the future.

RISK & VULNERABILITY

We help people identify threats to their lives and livelihoods so they can build resilience.

ANNEX 2.2: GENDER IMPLICATIONS OF INTEGRAL HUMAN DEVELOPMENT

Figure 1: Gender Lens to the Integral Human Development Framework

- **Assets**

- **Systems and Structures**

Who has access to and control of assets and resources?

Biased and unequal systems enable or constrain how resources are used

How are gender roles and power relations determined and reinforced?

Women and girls are more vulnerable to risk, conflict and violence

- **Influence and Access**

- **Shocks, Cycles and Trends**
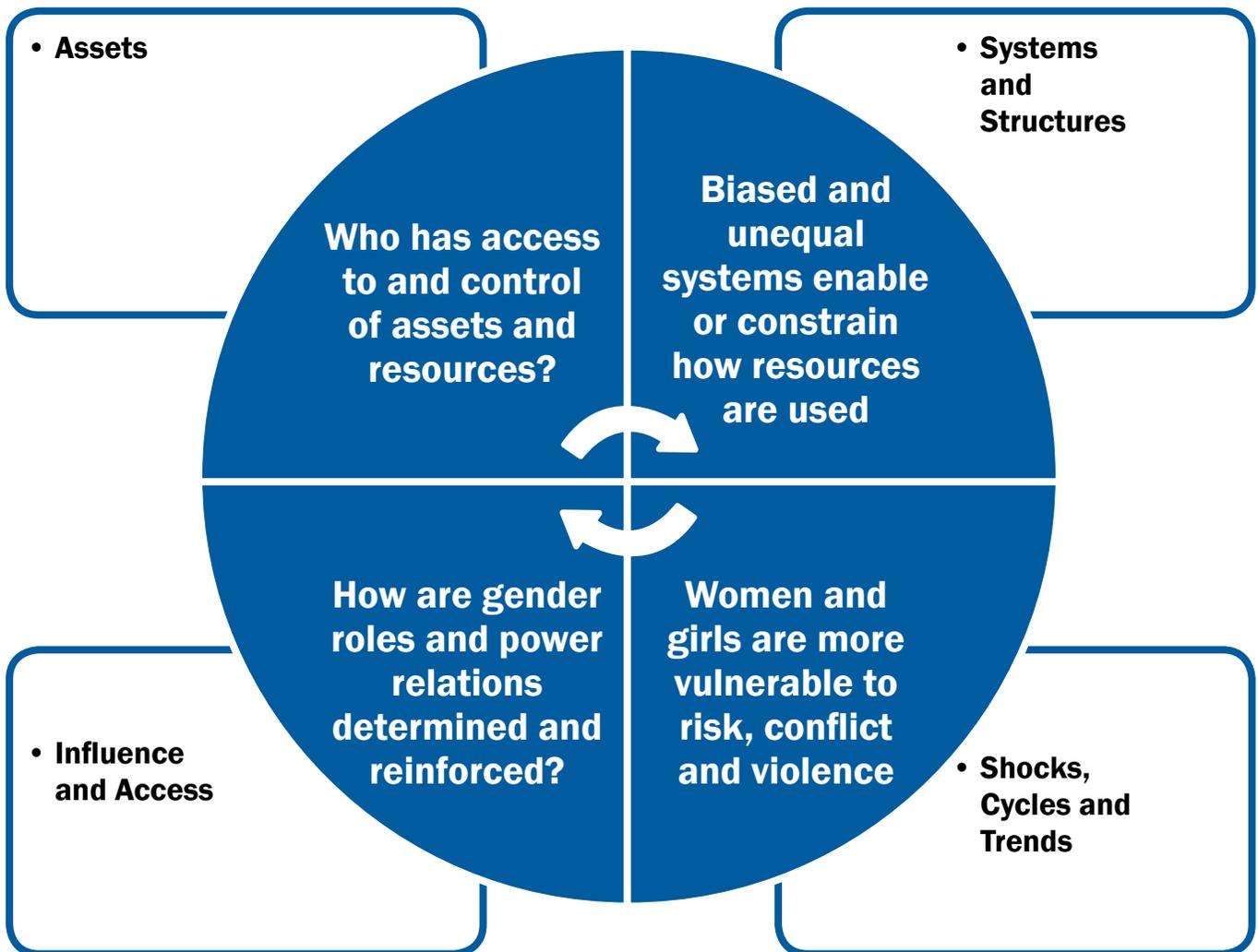
The **Integral Human Development Framework** requires an assessment of individual, household and community assets, risk and vulnerability, and the social, economic, and political structures and systems in which individuals, families and communities operate. Gender implications are inherent in this analysis.

In applying a **gender analysis using the IHD approach,** all projects & programs must look at;

- Women, men and boys and girls' capabilities to exercise their rights based on differences in human, social, economic, political, productive and natural assets available to them;

- Existing systems and structures within a society, including context-specific societal, religious and cultural norms and historical trends and influences that affect gender roles and relationships.; and

- How access to services, control over assets, resources and benefits, decision-making and division of labor differs among females and males. Both the immediate practical needs as well as the strategic interests of both sexes are taken into consideration.

The analysis enables the design of successful development programs that address inequities, support the development of right relationships, prevent acts of sexual and gender-based violence (SGBV), and improve overall well-being outcomes for individuals, families, and communities.

ANNEX 3: ACTION PLAN FOR IMPLEMENTATION OF THE CRS GLOBAL GENDER STRATEGY

GOAL	ACTION STEPS	RESPONSIBLE	TIMELINE	SAMPLE INDICATORS
CRS leadership affirms gender-responsive programming. What leadership needs to do for policies, procedures and systems to be in place to enable actions that expand gender awareness and support gender integration both internally and externally. Ways in which leadership uses their position to communicate support, enthusiasm and commitment to ensuring gender integration across the agency.				
CRS leadership affirms gender-responsive programming and promotes gender integration as part of operational excellence in the new Agency Strategy and Signature Program Areas (SPAs)	ELT demonstrates commitment to gender integration in the workplace and gender responsive programming in both humanitarian and development programming			Gender Strategy roll-out affirmed by CRS leadership
				Gender integration included in the agency wide Strategy, Signature Program Areas (SPAs) and Core Competencies
CRS leadership affirms commitment to gender integration across the agency and promotes adoption at country program, regional and HQ levels	Divisional leadership commits to operationalize the gender strategy and plan of action in the workplace			
	Promotes CRS Gender Strategy document across the agency			Leadership identifies and supports gender integration at HQ and regional levels
	Provides support to divisions for development and monitoring of division specific gender action plans			Number of divisions that have developed and disseminated gender integration action plans with their staff
	Division heads meet regularly to discuss progress and challenges on divisional gender action plans			Number of regular updates on divisional action plans for gender integration
	Gender STA reports quarterly to ELT on Gender Strategy roll-out progress			Quarterly report to the ELT on progress of roll-out
	Leadership and management supports opportunities for learning, coaching, mentoring, and training on gender integration for staff and partners			Mechanisms in place that provide opportunities for staff and partners to identify and address gender responsive programming
Agency resources acquired, leveraged and allocated to ensure gender integration across all organizational units and program sectors	Leadership supports APP allocation for gender integration in the workplace and in gender responsive SPA programming			Number of gender point persons/gender advisors funded with private funds and/or through proposal submissions
	Include budgeting guidance in regional and country program APP instructions			Number of APPs with budgets that include gender responsive program activities

GOAL	ACTION STEPS	RESPONSIBLE	TIMELINE	SAMPLE INDICATORS
CRS Organizational Culture and Systems are Gender Responsive: What type of activities an organization needs to generate change in mindset, values and behaviors. What can be included in personnel manuals, job descriptions, performance reviews, and organizational procedures. Norms, customs, beliefs and codes of behavior that support or undermine gender equality.				
Operationalize the Gender Strategy and accompanying Plan of Action at regional and country program levels	Regional and country programs include a gender action plan in their program planning process Regional and country programs leverage existing and emerging opportunities for integrating gender (SPPs, APPs, and regional meeting) SPAs identify point persons to lead implementation of gender action plan			Gender is integrated into SPPs and APPs at country and regional levels Gender integration policies and procedures in programming and management are in place Gender integration activities have increased visibility, capacity and resources aligned Toolkit, training modules, and check lists are used by CRS staff. Action plan template disseminated to all division heads
Management quality (MQ) structures and systems support gender integration for organizational implementation of gender-responsive programming	Conduct gender audits at country program level to identify gaps and improvements needed for improved gender responsiveness Provide systems, processes, tools, and resources that support making gender integration part of regular PQ (program quality) and MQ practices			Number of country programs that have implemented a gender audit. Number of gender tools and resources in place within country programs
CRS' performance management system supports gender-responsive capacity strengthening appropriate for staff positions.	Develop gender-responsive programming competencies for CRS staff in key positions			Competencies defined and disseminated on CRS Global
	Update job descriptions to reflect gender-related responsibilities of staff positions			Percent of job descriptions that include relevant gender-related responsibilities
	Include measurable gender-related objectives in staff performance and development plans			Percentage of performance and development plans with at least one measurable objective and/or activity related to gender-responsiveness

GOAL	ACTION STEPS	RESPONSIBLE	TIMELINE	SAMPLE INDICATORS
CRS staff and partners have access to high quality online and in-person training materials that support learning and skill development in gender integration at the organizational level	Conduct a learning needs assessment to identify gender training needs among program and management staff			LNRA completed
	Update CRS Justice Reflection to include a CRS perspective on gender			Revised CRS Justice Reflection facilitators guide and materials
	Develop a user friendly toolkit on gender integration for staff and partners			Toolkit developed, tested, updated and disseminated
	Revise IHD and other reference materials to reflect a more gender transformative approach			Revised IHD framework, facilitators guide and other materials to reflect best practice for gender integration
	Develop online learning modules on gender integration for CRS staff and partners			Gender training modules are made available via CRSLearns
	Develop a gender and diversity chapter for the Institutional Strengthening Guide for CRS staff and partners			Gender module posted on www.crsprogramquality.org and disseminated to staff and partners
	STA for Gender works with other CRS staff to develop a sample gender capacity building plan Conduct trainings on gender analysis Develop coherent and cohesive talking points/messages for staff to communicate to relevant stakeholders			Capacity building plan for CRS staff and partners is in place Funds assigned to support gender analysis training Gender training integrated into staff and management training programs Number of trainings conducted
CRS program planning processes address gender integration in both organizational and programmatic areas	Update SPP (MQ & PQ) guidance to include gender assessment tools and strategies for gender integration.			Revised SPP guidance is available on CRS Global Gender analysis tools available to CRS staff and partners
	Provide technical assistance to regions and country programs conducting gender audits			Number of regions and country programs conducting a gender audit
Develop a network of gender focal point persons across all divisions, regions and country programs	Develop criteria and terms of reference for gender focal point persons			Gender focal point persons are established at regional and/or country offices levels
	Allocate gender focal point person's time in job descriptions and work plans to support gender integration			Percentage of country programs and regions with at least one gender focal point person with percentage of time allocated to gender responsive programming

GOAL	ACTION STEPS	RESPONSIBLE	TIMELINE	SAMPLE INDICATORS
CRS Designs and Implements High Quality Gender-Responsive Programming: How technical capacity is increased to enable staff and partners to address gender integration within the organization. How issues of staff and partner capacity, knowledge, and skills support gender integration and strengthen program quality in humanitarian and development programming.				
CRS staff and partners design high quality gender-responsive development and humanitarian programming	Conduct a gender analysis to ensure understanding of relationships between women and men, girls and boys in order to design programs that promote equitable relationships			Percentage of project design processes that have included a rigorous gender analysis prior to or with the first year of project implementation
	Update key OverOps guidance documents (ProPack I and II, IHD Facilitators Guide, Emergency Preparedness and Response Handbook) to include clear technical guidance on gender integration			Key CRS guidance documents support gender integration Gender analysis tools to support project design and proposal development are designed and disseminated
	Include a gender advisor position when developing new proposals			Number of new projects that include a gender advisor position in the proposal
CRS proposals accurately reflect CRS' commitment to gender integration and demonstrate our capacity to implement gender-responsive programming.	Create/revise past performance references and capacity statements on gender annually			Capacity statements updated annually to ensure they reflect progress in integrating gender
	Develop past performance reports that reflect gender-responsive programming and post to Business Development Team site			Number and percentage of PPRs/CSF posted by Country Programs to the Business Development Team's site on CRS Global that demonstrate gender integration
	Develop and/or adapt sector specific gender-responsive programming checklists for regions and country programs			Number and type of checklists developed and disseminated
	Include a position for a Gender Advisor in proposals where applicable			Number of gender advisors included in proposal submissions
	Track donor feedback pertaining to gender integration in the technical and cost application guidance mechanisms			Number of donor issues letters that comment on CRS' attention to gender integration in proposals
	Include proposal development budgets that support gender-responsive programming through allocation of funds for gender analysis, staffing, and training			Number of proposal budgets that include funds for gender analysis, staffing and training

GOAL	ACTION STEPS	RESPONSIBLE	TIMELINE	SAMPLE INDICATORS
CRS projects and programs collect and use gender and age disaggregated data	Develop MEAL systems that support collection and use of gender and age disaggregated data			Percentage of reports to stakeholders that contain sex and age disaggregated data and actionable recommendations based on evidence of successful gender integration approaches
Gender responsive programming includes a *does no harm* approach	Develop guidance to support country programs to monitor gender sensitive aspects of programming through community feedback systems that are socially, religiously, and culturally appropriate			Percentage of projects with operational community feedback monitoring systems in place
	Hold staff learning invents (training, exchange visits) for implementation of community feedback systems			Number of staffed engaged in learning events for community feedback systems

GOAL	ACTION STEPS	RESPONSIBLE	TIMELINE	SAMPLE INDICATORS
CRS staff and partners apply knowledge, skills and attitudes to deliver gender-responsive programming: CRS will develop expertise as an organization that fosters a culture of learning and innovation by sharing our experiences with peers, local partners, beneficiaries, donors and other stakeholders. CRS monitors, evaluates and reports to stakeholders on best practices in gender integration.				
Develop alliances with other faith based organizations engaged in implementing gender responsive programming	Identify and collaborate with other organizations that support innovative gender integration program strategies			Number of collaborations established with other agencies implementing gender programming in their organizational structures
	Disseminate use of the gender list-serve to engage other practitioners in sharing knowledge and information on gender best practice			Number of practitioners who access the gender list-serve in a given time period
CRS is recognized by donors and peer organizations as having expertise in developing gender-responsive programming	Identify and document promising practices through gender assessments, analytical tools, case studies and manuals			CRS becomes known for its commitment to gender-responsive programming Case studies and other relevant documents reflecting best practices in gender integration are produced and disseminated
	Select a limited number of promising practices for gender integration and rigorously evaluate to develop "evidence-based practices"			Number of evaluations conducted
	Publish and disseminate gender-responsive programming best practices in internal newsletters, external programming briefs, case studies and peer reviewed journals			Number of documents published that provide evidence of innovative gender-responsive programming
	Submit abstracts to external conferences that highlight successful strategies for gender integration in SPAs			Number of presentations (posters or oral) accepted for external events that highlight gender integration best practice in CRS programming
Create a *Community of Practice* that promotes learning on gender integration in CRS humanitarian and development programming	Host learning events, webinars and other events to disseminate CRS learning and innovation across SPAs and core competencies			Number of learning events held within SPAs that reflect promising practices in gender integration
CRS monitors, evaluates and reports to stakeholders on its gender outcomes	Develop and implement innovative MEAL systems for accountability and learning			Number of mechanisms in place for ensuring accountability to donors and other stakeholders
A Gender Scorecard system (tool, analysis process, reporting and action planning) is rolled out to country programs, regions and HQ overseas operations	Regional and country office report progress on gender integration on a regular basis Train staff and partners on the use of a score card system to monitor progress on gender mainstreaming			Scorecard is pre-tested, adapted, and disseminated Scorecard system used to measure progress on gender integration and development of a gender action plan Country programs complete and submit scorecards with their APPs
Assess and report progress made on implementation of the CRS Global Gender Strategy	Complete a mid-term review of regional and country level progress on implementation of the Global Gender Strategy			CRS regions develop and disseminate mid–term evaluation reports

ANNEX 4: EXAMPLE OF GENDER-RESPONSIVE PROGRAMMING IN AGRICULTURE AND LIVELIHOODS

Why is gender important in agriculture and livelihoods?

Women and men, girls and boys have distinct roles in agricultural production, processing, and marketing, income generation, decision-making and household activities. They also face different and often unique opportunities and constraints for improving their respective livelihoods.

Understanding and taking into account these different roles help ensure that projects do not reinforce or exacerbate gender inequality or power imbalances. In addition, when we identify opportunities for resolving gender inequalities, we can design interventions in such a way that they minimize or remove barriers and constraints that improve women's empowerment and help to achieve the outcomes of the project.

In most cultures and rural societies, the rights of men take precedence over the rights of women, girls and boys. Women may perform as much or more of the farming and livestock-raising as their male counterparts, but they are often excluded from decision-making related to farming and livelihoods. Furthermore, women's access to productive assets such as land, formal credit, capital, inputs, and extension services is limited.

Typically, women are responsible for producing and processing food for household consumption and for managing household seed stocks that contribute to the maintenance of plant biodiversity. Men, on the other hand, tend to dedicate themselves to the income-generating aspects of farming and livestock production. This results in women farmers having limited access to markets and limited control over the income from the sale of farm produce. Women's reduced participation in decisions on income use, coupled with poor dietary diversity, affects household access to food, which in turn affects the nutrition of children, mothers and other vulnerable members of the household.

The right to education for young girls and boys is often subordinated to the need for labor for agricultural activities. This hinders their prospects for livelihood improvement either within, or beyond, agriculture.

Essential elements of gender programming in agriculture and livelihoods

A Gender responsive agriculture Pathway to Prosperity requires that gender permeate all phases of our agricultural and livelihoods programming:

- **Diagnosis.** Using gender analysis tools we better understand the roles and relationships of women and men, girls and boys in productive and reproductive activities. We can appreciate who has access to and control over inputs, agriculture assets and services, and income. These factors influence how we design and implement agriculture interventions.

- **Project design.** The project diagnosis guides the project design and implementation to ensure that the intervention addresses the needs, priorities, and constraints of women, men, boys, and girls.   The design should ensure participation of our target groups in proportion to the targeted community, avoid discrimination, and select agriculture interventions appropriate for each group. We need to anticipate and plan to mitigate potential risks that could stem from the project's interventions.

- **Project implementation.** Success will depend on our ability to identify and implement priority actions that promote gender equality and empower women and girls, men and boys, A detailed implementation plan needs to address the six domains of gender integration in agriculture and livelihood programming.

- **Monitoring, evaluation, accountability and learning.** Our MEAL systems must track changes in men's and women's roles and relationships, workload, adoption of new agriculture practices, income, decision-making, and participation. It should identify any potentially negative consequences of our interventions. We should also allow community-driven and household-based monitoring systems to help track these changes within our agriculture programs and provide accountability. We can learn from and identify knowledge gaps from the analyzed data to improve our gender-responsive agriculture programming.

- **Resource allocation.** Budgets must reflect resources needed to undertake conscientious gender analysis. Gender-specific strategies and activities require specified resources. When our agriculture and livelihood programming integrates gender into its diagnosis, design, implementation, and MEAL, and has the needed resources to do so, our beneficiaries are more likely to increase income, assets, and food security that is needed to help push themselves up the Pathway to Prosperity.