



CARE Gender and Social Norms Training Southern Africa

Harare, Zimbabwe
March 2024



Executive Summary

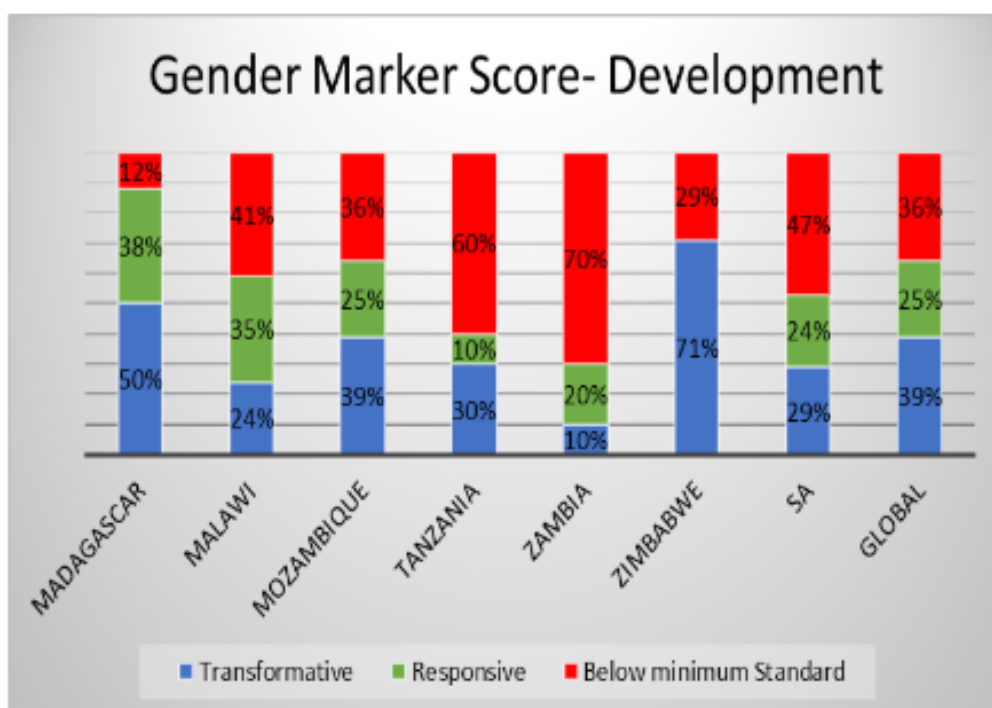
Southern Africa identified Gender Equality, as a key pillar, critical for achieving both its development and humanitarian outcomes. As part of strengthening Gender Equality at both organisational and programming level, Southern Africa identified specific interventions or outcomes that would enable to move towards the intended direction.

Early this year Southern Africa came up with 10 Key Performance Indicators (KPIs) to enable them to track Gender Equality work. The workshop was critical for socialising the KPIs, as well as starting the process for equipping key staff with the knowledge to enable them to move the pillar forward.

Prior to the workshop, each country office had a Go Deeper Session that provided space for country office to reflect on where they were in line with regional aspirations. Alongside this as part of the preparation processes, colleagues attending the in-person training also participated in a virtual Gender Marker Training. This was to ensure that all participants would have been exposed to the training to facilitate and allow for more robust engagement and sharing of projects and experiences. The Gender Marker Training was facilitated in collaboration with the Region's Gender Marker Champion. All Southern African Country Offices were represented in the training. A key take away was how to complete the Gender Marker Form and what it takes to select gender transformative compared to gender responsive.

The main issues raised during the in-person training were the fact that not all colleagues were aware of the gender trainings on offer, colleagues at country office have not been exposed to these trainings and sometimes gender is included as a nice to have and not fully integrated into programmes, from the onset.

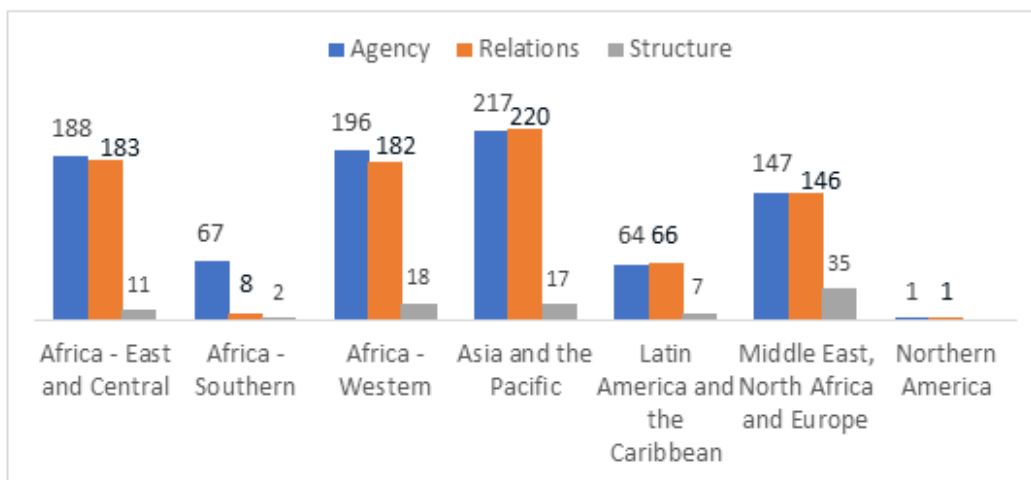
The graph below shows the status of gender integration in the Southern African region.



The Gender Marker is a self-assessment program quality and learning tool which measures the integration of gender into programming so we can track, improve on, and support more effective, gender integrated programming.

Gender Marker

In terms of the Gender Marker, countries in the region vary with some doing really well and others having room to improve. In relation to other regions Southern Africa is not performing well and this is because most projects only address Agency and not Relations and Structure. The graph below illustrates the number of projects during FY 23 that reported under agency, relations, and structure. To be gender transformative projects need to address all three spheres, and currently most projects address agency which is the at the individual level.



To achieve gender transformative programming and gender integration throughout all projects it is crucial to factor in sufficient budget. Gender budgeting is crucial to ensure gender integration, and this can only be achieved if this is included at project design level.

Monitoring: Few countries were including or building in CARE Indicators, especially the gender indicators and hence challenges in tracking impact. There is a need for MEAL and programmes colleagues to work closer with each other to see how collaboratively they can build in CARE specific indicators, especially in instances where Donors have their own indicators. This should include not only the explanation of the indicators, how one can complete and then finally showing how all this contributes to the organisations larger goal.

Country Work Plans: Countries were supported to develop workplans that would assist them to shift and be more deliberate in gender integration within their projects. This also included current gaps in relation to gender training, identification of resources and timelines. The logic is that with support and implementation of workplans projects will be more intentional to including gender and this will contribute towards ensuring that all CARE programmes are gender transformative.

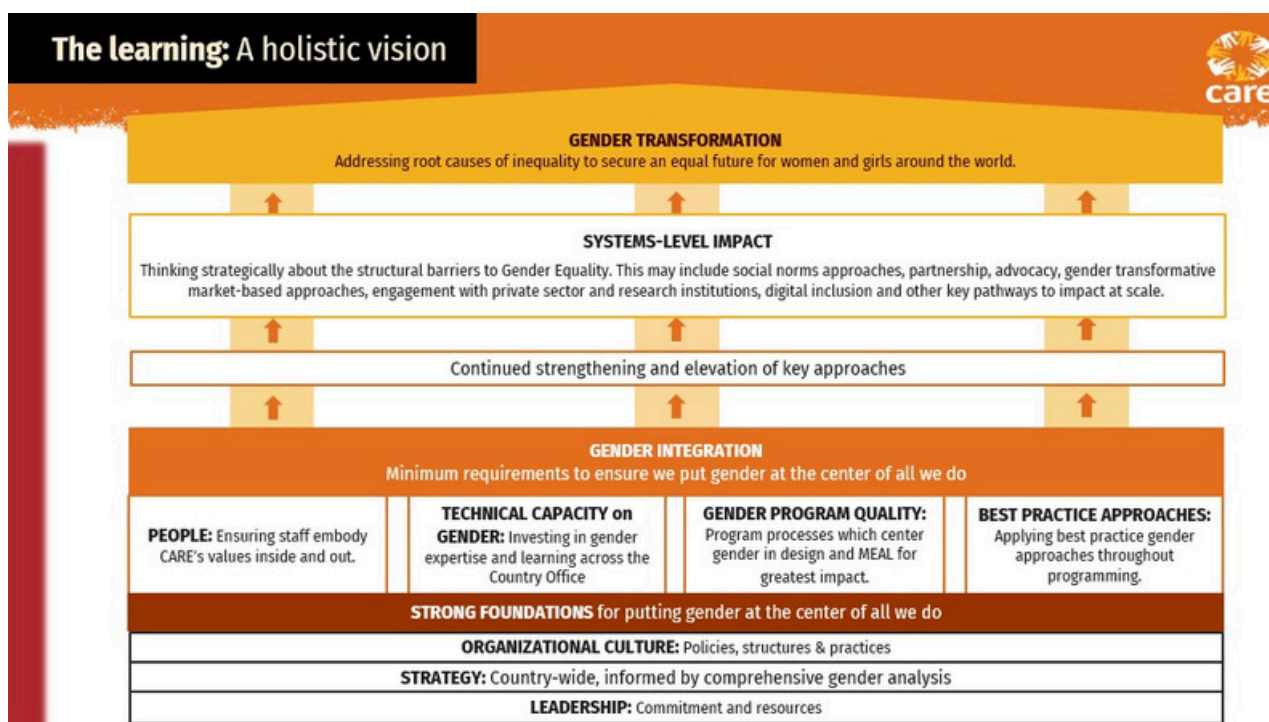
Workshop Context

At CARE, Gender transformation is key and crucial to ending poverty and promoting social justice. A challenge that the leadership within the South African Regional Office noticed is that projects are not designed and implemented to achieve this. To this end an assessment was done of several countries as part of the Go Deeper Initiative, two of the countries in Southern Africa included, Tanzania and Malawi.

Through these assessments, this led to the identification some of barriers for Gender Equality programming. Some of the barriers included, Senior Management buy in Leadership commitment, Gender Budgeting, Gender Integration at design level. To respond and support country offices, the regional office embarked on a series of trainings which included one on one Go Deeper virtual presentations and discussion with COs leadership teams and then a regional virtual Gender Marker Training. This was to ensure that there is buy in from senior management as gender transformative programming can only be achieved through intentional actions from the conceptualisation to the budgeting and implementation of projects.

Go Deeper Initiative

'this is our house' -workshop participants



The Go Deeper initiative coordinates high quality, flexible gender technical assistance across programs, policies and people. Dedicated staff provide support over an extended period of time. The process is led by country teams who identify their priorities and work with gender technical experts to learn from and improve the gendered approach of their work.

Work Plans

Work plans were developed by country offices based on the training and the pre sessions before the in person workshop. The work plan form is to assist country offices to identify current gaps and select strategies to address the gaps, including required resources.

Overall Recommendations

Gender and Social Norms

- Ensure that each country office and or project has a Gender Induction Pack which will be shared with all new staff but can also be used as a refresher for existing staff.
 - Behaviour change takes times and there is a need for continuous engagement with staff, as staff as members of communities and are affected and impacted by existing and current social norms which do not always foster gender equality.
 - Invest in REDI training at country office level – ensure 2 – 3 staff members are trained as facilitators in REDI in order to roll out REDI to country office staff, particularly Senior Level Staff.
 - Ensure Country Offices understand and are comfortable to use different Social Norms approaches such as SAA and SNAP
- Promotion of the Gender Cohort and what skills and expertise that they can offer to country offices.
 - This to include the various models of support.
- Virtual and in-person support
 - To reduce costs as cohorts including the MEAL Cohort which is also expensive
 - The trainings that are on offer and linked to these summaries of programmes or countries who have used the different approaches and their outcomes.
- Audit of Country Office teams to identify which gender and social training content are needed.
 - See how to include these trainings to be budgeted through the different proposals.
- On-going documentation in relation to ‘what works’ so social norms programming

MEAL

- There is a need for staff to be trained on the global indicators.
 - There is a need to have a fact sheet that is shared which explains what the indicators are, what kind of data that they are looking to collect, where to find it and how it is used.
- Review of donor indicators and aligning them with CARE indicators.
- Ensure staff understand particularly Indicator 16 – measuring Social Norms Impact. Any project that has social norms activities included in the design should be including Indicator 16 to ensure social norms impact is accounted. Training on how to gather data on Indicator 16.
- Support Country Offices to understand how to use AIIR to gather advocacy impact.
- Ensure ACD Programs, Resource Mobilization Support and Program Coordinators all understand principles of Gender Transformative Project Design and how to apply the Gender Marker during the design process.
- Re-activation of the Learning Exchange sessions for MEAL.
- Setting impact targets at the regional and country level and these can be included at the design level.
- Monthly updates of COs in relation to gender indicators and then quarterly meetings to discuss what is working and opportunities to improve.
- Conduct mid year Gender marker reviews with project teams
- Complete the Program Quality check list at go-no-go and program design stages for gender equality.

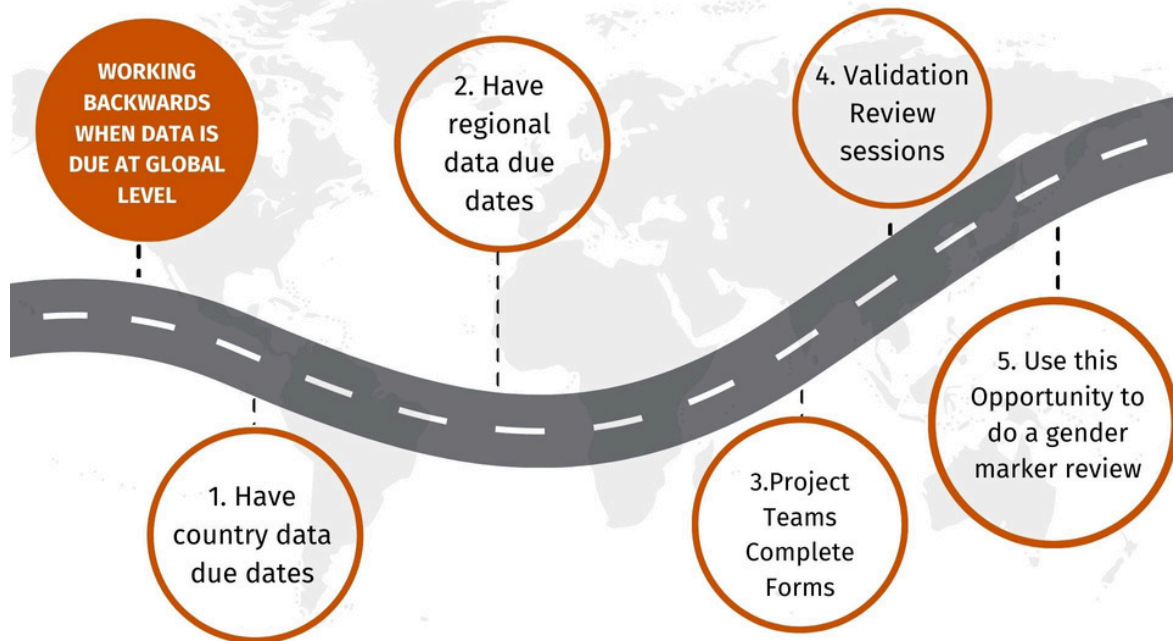
General

- Reflection is crucial for all aspects of programming and implementation. Projects also need to be flexible to incorporate the learnings from reflection.
- The aim of the training was to ensure that staff who are part of resource mobilisation are engaged and sensitised to the importance of adopting and ensure that gender and a gender transformative approach is utilised at all aspects of project design.
 - The staff who attended the training were to some degree mostly aware and sensitised and although this allowed for rich and robust engagement the reality is that those who needed the session were not in the room. This means that further engagement is needed at the country office level.
- Teams post the training will engage their country offices to share the presentations and the work plans to see how COs can carry the work forward.
- Monitoring budgetary allocation in new projects to ensure that gender transformative approaches are adequately budgeted for and that there is protected budgetary allocation for this, this to also include resources for gender officers at country office level.
- Reviewing of current projects to identify opportunities to strengthen gender and gender-based violence programming in accordance with existing CARE guidance notes.
- Filling in the gender marker vetting form at project design by all design team for all new opportunities

Good Practices

- All personnel to be sensitised on CARE approaches especially in relation to Gender and gender transformative approaches.
- Grant making processes to include all relevant staff to ensure meaningful inclusion of all CARE key programmatic components.
- Having the gender focal person actively involved and having a MEAL person who understand all the CARE indicators will ensure that gender is integrated at the proposal design level.
- Utilisation of project specific funds to train staff on social analysis and gender as these are core to what makes CARE as an organisation unique and the value add to projects.
- Project and peer data review sessions, especially for programmes operating in the same geographical area.
- Facilitation of constant programme reviews, where possible even monthly and then build in room for adjustment.
- When developing tools to also include open ended questions as can ascertain qualitative data
- Consider focus group discussions
- Meaningful involvement of partners in data review and sense making processes.

5. PIIRS Best Practice



Working backwards from when data is due to global level

- Have regional data due dates.
- Have country data due dates.
- Projects teams complete the forms
- Validation review sessions
 - Use this opportunity to do Gender Marker Review
 - Initial can be done by the team but also get others to use the same tool and then compare and reflect.
 - Can also ask partners to score and compare.

6. Other

- Build SNAP methodology if people are interested in using it as it measures social norms and allows for reflection which is critical.
- Creation of spaces for different programmes to highlight the work that they are doing and see how to share this during townhall.
- Conducting gender analysis is expensive especially when it is done thoroughly, so can use an old one provided context has not changed drastically, for instance Covid changed a lot so then a new analysis would be needed. But also need to factor adjustment post the analysis, especially for programmes where an analysis is factored in the programme budget.



Resources

[CARE's Go Deeper Initiative](#)

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