



CRS Global Gender Strategy 2020-2030

SUMMARY



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INTRODUCTION

Gender equality and female empowerment are core development objectives, foundational for the realization of human rights, right relations and key to effective and sustainable development outcomes across sectors.¹ Although many gender gaps have narrowed in recent years (e.g. access to primary education), substantial inequalities persist across all regions where Catholic Relief Services (CRS) works, and particularly among disadvantaged groups. Because of this, in 2012 a team of CRS staff developed a five-year global gender strategy grounded in the agency's values, the challenges and daily reality of the women and men that CRS serves and the growing body of evidence that development programs designed and executed with a gender focus produce better and more sustainable outcomes. The strategy reinforced and supported CRS' commitment to putting gender equality at the core of our programming.

To continue this momentum, CRS developed a new global gender strategy spanning from 2020-2030 that emphasizes the critical importance of gender integration in achieving the agency's mission. The objectives of the strategy document are:

- To **provide conceptual clarity for gender equality** as a foundation and crucial component for CRS to achieve international development and humanitarian response objectives as well as support agency and sectoral strategy implementation;
- To **articulate gender minimum standards and priority areas (PAs)**, aligned with global trends and best practices, to ensure gender equity is addressed consistently in our programs and organizational culture; and,
- To provide **common language, tools and frameworks** for country programs to implement gender transformative approaches, projects and internal initiatives.

CRS' Global Gender Strategy 2020-2030 goal is to **contribute to gender equality for women, men, boys and girls (WMBGs) both within our organization and throughout our programs and advocacy initiatives**. Equality is defined as a state where WMBGs have equal opportunities and rights enabled by equitable benefits, roles, responsibilities and workloads; influence in decision-making opportunities; as well as access to and control over resources, goods, and services. 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. This goal is based on a **gender equality conceptual framework** highlighting the interplay of key

“ *The development field needs to be more serious about gender inequities and women's empowerment. By ignoring gender inequities, many development projects fail to achieve their objective. And when development organizations do not focus on women's empowerment, they neglect the fact that empowered women have the potential to transform their societies*”

— (BILL AND MELINDA GATES FOUNDATION, 2014, P. 1273).

¹ For example, higher levels of female education and literacy have been [found to reduce](#) child mortality and [improve](#) educational [outcomes](#) for the next generation. The presence of women in political leadership positions appears to [increase](#) schooling for girls. Children's health is [influenced](#) by women's bargaining power in the home. Gender inequality in education [undermines](#) growth. Lastly, there is robust [evidence](#) that gender inequality decreases as countries get richer and experience economic growth.

domains impacting gender equality; for example, gender differences in levels of access to key assets, services and knowledge or in patterns of decision-making.

The strategy adopts an **intersectional approach** that recognizes that gender inequalities intersect with, and are exacerbated by, other factors contributing to marginalization including, age, race or ethnicity, socio-economic class, geography, health status and ability. This corresponds with the Socio-Ecological Model (SEM) which theorizes that an individual’s behavior is influenced by many factors at various levels.² The CRS gender strategy uses a four-level SEM to understand and visualize this complex interplay between individual, relationship, community and societal factors that influence gender inequalities (Table 1).

Table 1 Description of the Socio-Ecological Model (SEM) levels

SOCIO-ECOLOGICAL MODEL (SEM) LEVEL ^{1,3}	DESCRIPTION
Individual	Biological and personal history factors such as age, education, religious or ethnic identity, income and health as well as individual knowledge, attitudes, beliefs, perceptions and behaviors.
Relationships	Formal (and informal) social networks and social support systems that can influence individuals’ behaviors including family, intimate partners, friends, religious leaders, peers etc.
Community	Community contexts in which social relationships and interactions occur, such as schools, neighborhoods, workplaces, faith-based organizations, community associations, etc.
Societal / Systems	The economic and social policies and practices at national, state or local levels and socio-cultural structures and norms, patterns and availability of resources that impact gender equality (such as existence of laws related to women’s land tenure or legal age of marriage) and/or community cultural beliefs and gender norms.

WHY GENDER EQUALITY?

Gender inequality exists in all of the countries where CRS works. Women and girls are more likely to be marginalized from political processes⁴ and market systems,⁵ bear the burden of HIV/AIDS,⁶ food insecurity⁷ and climate change⁸ and experience

2 Adapted from: Health Communication Capacity Collaborative (HC3). (2016). *Integrating Gender into Social and Behavior Change Communication: An Implementation Kit*. For additional information please see also, Centers for Disease Control and Prevention (CDC). (2002). *The Social-Ecological Model: A Framework for Prevention, Violence Prevention*. Or Lee, B. C., Bendixsen, C., Liebman, A. K., and Gallagher, S. S. (2017). Using the socio-ecological model to frame agricultural safety and health interventions. *Journal of Agromedicine*, 22(4), 298-303.

3 Ibid.

4 Women and girls are more likely to be marginalized from political processes Women make up fewer than 25% of the world’s parliamentarians and 18% of government ministers. World Economic Forum. (2018). *Global Gender Gap*

5 Stoian, D., Donovan, J., Elias, M., and Blare, T. (2018). Fit for purpose? A review of guides for gender-equitable value chain development. *Development in Practice*, 28(4), 494-509.

6 Amin, A. (2015). Addressing gender inequalities to improve the sexual and reproductive health and wellbeing of women living with HIV. *Journal of the International AIDS Society*, 18 (Suppl 5), 20302.

7 FAO (Food and Agriculture Organization of the United Nations). (2011). *The State of Food and Agriculture 2010-11: Women in Agriculture—Closing the Gender Gap for Development*. Rome.

8 Villavicencio F., Rosimo, M., Vidallo, R., Oro, E., Gonsalves, J. (2018). Equity, empowerment and gender relations: A literature review of special relevance for climate-smart agriculture programming. *CCAFS Info note*. Wageningen, Netherlands: CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS).

discrimination, sexual harassment and gender-based Violence (GBV).⁹ Young women make up three out of four youth around the world that are not in school, training, or employment.¹⁰ Throughout the world, women are disproportionately burdened by unpaid care work, doing two and a half times as much unpaid care and domestic work as men.¹¹ The global gender wage gap is 23 percent.¹² Men and boys are also impacted by gender inequality. Masculinity and gendered norms of manhood play a role in young men's engagement in armed conflict and violence. In some contexts, factors affecting notions of masculinity and femininity and the way gender roles are defined in societies have a massive effect on men's risk-taking and health-seeking behaviors.¹³ Gender inequality denies the whole of society the benefits of a more gender-equal world and must be addressed to achieve sustainable development. At the same time, evidence that programs are more effective, impactful and sustainable when gender inequality is addressed is robust and undeniable.¹⁴ This is recognized widely by donor and peer agencies alike.

GENDER EQUALITY AND CRS

CRS recognizes that gender inequality critically impacts and intersects with trends of poverty, vulnerability and injustice—key areas where CRS seeks transformational change. CRS also knows that if gender roles, norms and dynamics are not considered, projects likely miss opportunities to maximize impact and, worse yet, may deepen existing gender inequalities. Simply put, **CRS will maximize achievement and impact in the agency's goal areas when gender inequality is systematically addressed both within CRS as well as in the communities where we work.**

CRS' integral human development (IHD) framework frames the way CRS approaches work toward gender equality.¹⁵ The IHD framework places the dignity of the human person, female and male, at the center of all that CRS does. It is based on the idea that human development is holistic and multidimensional—and that personal well-being and true equality can only be achieved in the context of just and peaceful relationships. Integral human development, when viewed with a gender lens, highlights the importance of addressing the specific needs, vulnerabilities and risks of women, men, boys and girls (WMBGs) as well as gender-based inequalities in systems and structures and availability of and access to assets. The IHD framework is reflected in the gender equality conceptual framework presented below.

9 UN-Women. (2018). *Turning Promises into Action: Gender Equality in the 2030 Agenda for Sustainable Development*. New York: UN-Women.

10 International Labour Organization (ILO). (2020). *A Quantum Leap for Gender Equality: For a Better Future of Work for All*

11 Rost, L., Bates, K. and Dellepiane, L. (2015) *Women's economic empowerment and care: evidence for influencing*. WE-Care Baseline Research Report, Oxford: Oxfam.

12 World Economic Forum. (2018). *Global Gender Gap*.

13 Ragonese, C., Shand, T., Barker, G. (2020). *Masculine norms and men's health: making the connections*. Washington, DC: PromundoUS.

14 For example, higher levels of female education and literacy have been found to reduce child mortality and improve educational outcomes for the next generation. The presence of women in political leadership positions appears to increase schooling for girls. Children's health is influenced by women's bargaining power in the home. Lower fertility rates, also associated with increased educational attainment for women, can have a positive effect on growth, while gender inequality in education undermines growth. The UNDP finds a broad correlation between gender inequality and human development outcomes, with low-ranking countries on the Human Development Index (HDI) in general performing much more poorly on gender inequality measurements than high-HDI countries.

15 The [CRS gender foundations course](#) includes a succinct explanation of how IHD can be viewed using a gender lens.

CRS' Global Gender Strategy 2020-2030 has been designed cognizant of the need for CRS to strengthen gender inclusion at all levels of the agency in order to reach the transformative change we seek.

CONCEPTUAL FRAMEWORK FOR GENDER EQUALITY

CRS' gender equality conceptual framework (see Figure 1), based on IHD, posits that gender equality is an important goal in and of itself and will only be achieved when there is equity in critical domains explained below.¹⁶ Specifically, in order to achieve **gender equality**, WMBGs of all ages and abilities, must have the support of **fair and just structures and systems** that allow for **1) equitable access to and control of resources, assets and services; 2) effective participation and leadership, 3) shared power and decision-making, and 4) equitable roles, responsibilities, workload and time use.** These domains are often interconnected.

CRS' conceptual framework for gender equality recognizes that the systems and structures we operate within are crucial for the realization of the other domains. Creating an enabling environment within the context of **fair and just systems** includes activities at multiple levels that promote safety and security of all people,

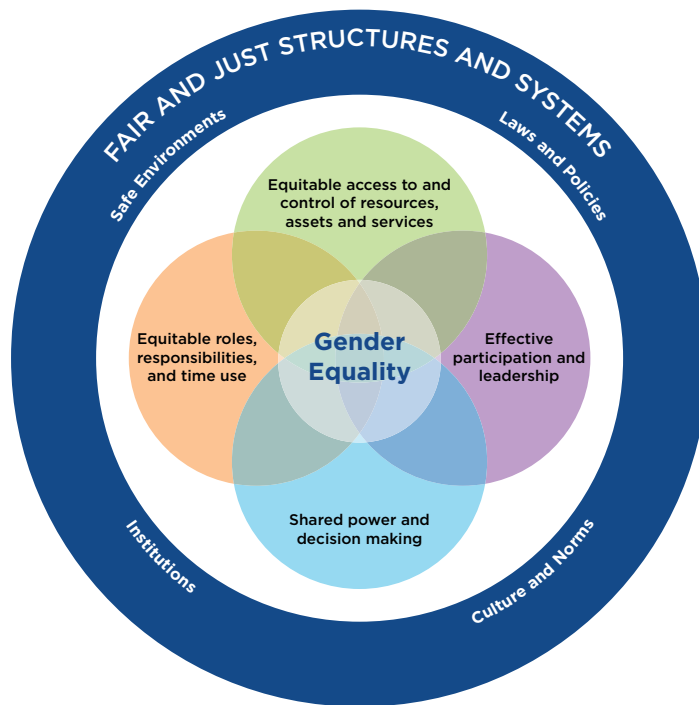


Figure 1. CRS' Conceptual Framework for Gender Equality

¹⁶ 'Gender equality' and 'gender equity' are sometimes used interchangeably, but they mean different things. Gender equality refers to a *state* where men and women have equal rights, opportunities, and access to services, etc. Whereas gender equity refers to the *process* of being fair to men and women based on different vulnerabilities and historical and social disadvantages. To ensure an equitable approach, measures must often be available to compensate for historical and social disadvantages that prevent WMBGs from operating on a level playing field. **In sum, gender equality is our end goal and equity is the means to get there.**

just laws and policies that underpin equal rights for all members of society, strong and equitable institutions and cultural and societal norms that respect and promote equality, freedom and the dignity of all people.

Equitable access to, and control over, resources, assets and services is critical for the achievement of gender equality and empowerment of women. Gender equality in the distribution and access of resources has positive multiplier effects for a range of key development goals, including poverty reduction and the welfare of children.¹⁷ Programming teams must look at levels of **control, or the ability to make decisions on the use of a certain resource, information or asset.**

Likewise, women and girls lack **decision-making power** relative to men (and boys) in several areas. Across all societies there are myriad examples of unequal control over decision-making—from how to spend income earned by women or the family to what a family should produce, sell or buy. In some instances, we know that an increase in access to important assets can lead to more household decision-making power for women.¹⁸

Women and girls generally face inequality in **participation and leadership**, particularly in terms of decision-making or leadership roles in public fora and governance entities. Discriminatory laws, rules and practices hold women back, as do limits on education and income.

Roles, responsibilities and time use refers to the socially accepted roles for both men and women and the inequities that occur when these roles are unbalanced. Globally, women tend to have far more roles and responsibilities than men particularly with regard to household and reproductive work.¹⁹ This imbalance disempowers women and girls from participating fully in economic, education and governance opportunities, further contributing to their marginalization and subordinate status.

CRS recognizes that gender inequality cannot be understood and effectively confronted in isolation from the myriad of other forms of vulnerabilities. Any use of the conceptual framework, therefore, must also approach analysis of patterns within each of the domains with a focus on intersectionality.

CRS' GLOBAL GENDER STRATEGY 2020-2030 GOAL

CRS' Global Gender Strategy 2020-2030 goal is to **contribute to gender equality for WMBGs of all ages and abilities, both within our organization and throughout our programming and advocacy initiatives.** Gender equality is defined as a state where women, men, girls and boys have equal opportunities and rights enabled by equitable benefits, roles, responsibilities and workloads; influence in decision-making

17 ILO. (2017). *Empowering Women in the Rural Economy*. Decent Work in the Rural Economy Policy Guidance Notes. Geneva: ILO.; UNDP. (2016) *Accelerating Gender Equality and Women's Empowerment in Africa*. Africa Human Development Report. New York: Regional Bureau for Africa.

18 Klugman, J., Hanmer, L., Twigg, S., Hasan, T., McCleary-Sills, J., and Santamaria, J. (2014). *Voice and agency: Empowering women and girls for shared prosperity*. The World Bank.; O'Neil, T., and Domingo, P. (2013). [The Power to Decide: Women, decision-making and gender equality](#). Overseas Development Institute (ODI).

19 Bill and Melinda Gates Foundation. (2017). [Unpaid Care work and Women's economic Empowerment](#).

and access to and control over resources, goods, and services. This goal statement is influenced by our conceptual framework for gender equality.

This goal is based on the evidence-confirmed belief that gender equality is fundamental to achieving sustainable development outcomes.²⁰ The vision is that CRS has an enabling environment to transform the lives of its beneficiaries through gender-responsive and transformative programming that is equally reflected in “how” we work as an agency. We know that in order to effectively implement gender-equitable approaches, we must have the organizational will, capacity and resources to do so. This includes ensuring that our staff have the appropriate knowledge, skills, attitudes and tools-across programming and operations-to promote gender equality in all that we do.

The strategy consists of **CRS’ minimum standards for gender integration** in programs and operations. The minimum standards are presented as high-level actions necessary to achieve a minimum standard of gender-responsiveness, inclusion and diversity in organizational and programmatic processes.

The minimum standards underpin five **priority areas (PAs)**. The priority areas are meant to contribute substantively to CRS’ work toward gender equality. **They have been selected based on feedback from the previous strategy, current global trends of gender inequalities, CRS’ current programming portfolio, donor trends, capacity gaps and CRS’ conceptualization of gender equality.** Each area is defined using a goal statement with intermediate and long-term outcomes.

The priority areas provide a framework for CRS staff in developing new projects/ programs and/or in planning implementation for existing projects. They are also a rallying point around which we can more effectively coordinate and compare approaches and learn from each other and our diverse experiences. For some areas, CRS has significant experience, lessons learned and approaches. In other instances, there is additional work that needs to be done to ensure adequate evidence, documentation and/or development of useful tools and guidance. The priority areas are as follows:

- PA 1: Women’s Empowerment
- PA 2: Gender-Equitable Masculinities
- PA 3: Adolescent Girls and Young Women Empowerment
- PA 4: Gender-Responsive Emergency Programming
- PA 5: Gender-Based Violence Prevention and Mitigation

All of the priority areas contribute to different domains of gender equality highlighted in our conceptual framework for gender equality in different ways. CPs

²⁰ For example, higher levels of female education and literacy have been found to reduce child mortality and improve educational outcomes for the next generation. The presence of women in political leadership positions appears to increase schooling for girls. Children’s health is influenced by women’s bargaining power in the home. Lower fertility rates, also associated with increased educational attainment for women, can have a positive effect on growth, while gender inequality in education undermines growth. The UNDP finds a broad correlation between gender inequality and human development outcomes, with low-ranking countries on the Human Development Index (HDI) in general performing much more poorly on gender inequality measurements than high-HDI countries.

or project teams are not expected to implement every priority area. Instead, the areas are meant to help guide CRS staff in strategically designing new projects, developing programmatic and/or operational budgets, priorities and learning agendas.

The minimum standards and priority areas are summarized in the sections below. In the full strategy document, the minimum standards and priority area descriptions include illustrative indicators, approaches and learning questions.

MINIMUM STANDARDS FOR GENDER INTEGRATION IN PROGRAMS AND OPERATIONS²¹

The gender strategy's minimum standards support all staff, at all levels, to take responsibility for gender equity in their work. The minimum standards are broken down by operations and program quality, each with their own sub-categories. Each sub-category has a list of priority actions. The sub categories for MQ include: organizational culture, capacity and accountability (including gender-responsive Human Resources), policy, budget and Do No Harm. The sub-categories for program quality include gender analysis, monitoring and evaluation, budgeting, Do No Harm, and accountability.

The minimum standards set a minimum level of quality that is broad enough for HQ, regions, CPs, units and/or projects to define what is appropriate given their context. All teams must adhere to these standards to achieve a minimum standard of gender-responsiveness and to ensure that our approaches, both internally and externally, Do No Harm.

INTERMEDIATE OUTCOMES	LONGER-TERM OUTCOMES
<ul style="list-style-type: none"> • Institutionalized gender responsive systems and processes • All staff have appropriate gender equality-related Knowledge, Skills and Attitudes (KSAs) • Relevant staff have appropriate technical knowledge of and capacity to apply gender approaches throughout the programming cycle 	<ul style="list-style-type: none"> • CRS' staff value gender equality • CRS organizational culture supports gender equitable systems and structures • CRS' staff and organizational culture enable gender responsive and transformative programs • CRS addresses the unique needs of WMBGs (gender-responsive) and, where relevant, seeks to transform harmful gender norms (gender transformative)- to enhance the impact of CRS' programming

PA 1: Women's Empowerment. This priority area recognizes that the empowerment and autonomy of women and the improvement of their political, social, economic status is a highly important end in itself but also essential for sustainable development. It is widely recognized that improving women's status and advancing their rights yields benefits for whole societies, not just women and girls.

The success of women's empowerment is dependent on the support and alliance of men and boys (PA 2) as well as the reduction of GBV (PA 5). Relatedly, norms of

²¹ Based largely on the [Gender Practitioners Collaborative \(GPC\) minimum standards.](#)

masculinity (described under PA 2) around power, control of resources, division of labor and attitudes and belief about acceptable roles for women are significant barriers to women’s empowerment. Thus, promotion of gender-equitable masculinities (PA 2) is crucial for the achievement of both women and AGYW’s empowerment (PA 1 and PA 3).

PA 1 GOAL: WOMEN ARE ECONOMICALLY, POLITICALLY AND SOCIALLY EMPOWERED TO LEAD FULL, PRODUCTIVE AND HEALTHY LIVES	
INTERMEDIATE OUTCOMES	LONGER-TERM OUTCOMES
<ul style="list-style-type: none"> • Women have more social capital, mobility, greater self-confidence and leadership skills • Women have greater access to productive assets and income • Women have increased opportunities for livelihood and income generating activities • Women use their own saving systems to save money and access credit • Women have greater bargaining power over household resources • Women have expanded access to information on health and livelihoods 	<ul style="list-style-type: none"> • Women own and control a greater proportion of productive assets • Increased control of and benefit from economic gains and household resources • Increased power to make decisions • Women’s equitable representation and say at all levels of the political process and public life

PA 2: Gender-Equitable Masculinities: This priority area shifts to working with men and boys for the promotion and adoption of gender-equitable masculinities.

CRS recognizes that programs that seek to realize equitable outcomes and work toward gender equality must work with men and boys to transform harmful gender norms and unequal power dynamics. It engages men and boys to reflect on how conceptions of “manhood” are influenced by unequal gender norms and encourages men to move from harmful to positive characteristics of what it means to be a man. It also recognizes **that men and boys are also harmed by unequal power dynamics and cultural expectations that reinforce gender inequity.** These outcomes not only benefit men and boys themselves, but also have positive implications for women, girls, households and communities.

This priority area is critical for the success of other priority areas—for example, to achieve the empowerment of women and girls (PA 1 and PA 3), men and boys must see themselves as allies in the process.²² Moreover, it is largely acknowledged that strategies to end GBV (PA 5) must include engagement with men and boys alongside women.

²² More specifically, gender synchronization theorists contend that both men and women shape and perpetuate gender norms in society, therefore true social change will only come when all members of a society are engaged to create this change. Greene, M. and Levack, A. (2010). Synchronizing gender strategies: a cooperative model for improving reproductive health and transforming gender relations. *Population Reference Bureau*. Retrieved from http://www.prb.org/igwg_media/synchronizing-gender-strategies.pdf

PA 2 GOAL: MEN AND BOYS ADOPT GENDER-EQUITABLE MASCULINITIES AND ACTIVELY SUPPORT GENDER EQUALITY

INTERMEDIATE OUTCOMES	LONGER-TERM OUTCOMES
<ul style="list-style-type: none"> • Increased acceptance of gender equality principles among men and boys • Men and boys reject GBV • Men and boys increase use of non-violent conflict management and coping strategies • Men and boys have improved KSAs around couple communication and joint planning • Men increase participation in care work • Changed attitudes towards men as caregivers 	<ul style="list-style-type: none"> • Reduced conflict within the home, including GBV • Improved couple relationship quality • Improved household economic wellbeing • Reduced women's time burden • Men and boys become advocates/ role models for gender equality and female empowerment

PA 3: Empowerment of Adolescent Girls and Young Women (ages 10–14 and 15–19).

This priority area uses the life-cycle approach, which recognizes that approaches and outcomes highlighted in PA 1 may not necessarily be appropriate for AGYW who face a number of specific risks, constraints and opportunities. In far too many places AGYW lack access to health services, education, full legal and social rights and economic assets. However, investing in AGYW particularly through education, benefits not only girls and their families, but entire communities and economies

Key to achieving AGYW empowerment is the ability for this population to live free of violence, and as such, the success of this priority area is linked closely with PA 5, especially as it relates to the specific types of GBV impacting this population, such as early and forced child marriage. Lastly, we know that emergency situations exacerbate AGYW's vulnerability and thus ensuring a gender-responsive approach in humanitarian response (PA 4) is crucial.

PA 3 GOAL: ADOLESCENT GIRLS AND YOUNG WOMEN (AGES 10–14 AND 15–19) ARE EMPOWERED TO LEAD FULL, HEALTHY, PRODUCTIVE, PEACEFUL LIVES

INTERMEDIATE OUTCOMES	LONGER-TERM OUTCOMES
<ul style="list-style-type: none"> • AGYW increased knowledge of their rights • AGYW demonstrate increased confidence in their own capacity and ability to reach their goals • AGYW demonstrate improved learning outcomes • AGYW are engaged in healthy relationships with their peers, parents and others in the community • Caregivers' increased support for AGYW's opportunities to continue education/work outside of the home 	<ul style="list-style-type: none"> • AGYW exercise their rights • AGYW have increased self-efficacy (agency) • AGYW marry and have sexual relations at a healthy age for their physical, emotional, and cognitive development • AGYW are engaged in meaningful work and community affairs

PA 4: Gender-Responsive Emergency Programming. It is well established that women and girls experience emergencies differently from men and boys. As a humanitarian actor, CRS is responsible and accountable for promoting and protecting the rights of WMBG by ensuring that our assistance responds to their diverse priorities and needs. We must provide equal access to opportunities and resources, particularly for women and girls. Therefore, this priority area builds on CRS' humanitarian commitments to protection mainstreaming by incorporating a gender lens to the priorities of safety and wellbeing of affected and at-risk populations; inclusive participation in program design and implementation; and the promotion of dignity of all groups affected by crises. PA 4 ensures CRS Humanitarian Response is at a minimum, gender-responsive. It also recognizes that crises can provide opportunities for addressing harmful inequalities and promoting gender transformative change because of rapid changes in social and cultural structures that occur during times of crises and/or recovery.

PA 4 GOAL: CRS IMPLEMENTS GENDER-RESPONSIVE EMERGENCY PROGRAMMING	
INTERMEDIATE OUTCOMES	LONGER-TERM OUTCOMES
<ul style="list-style-type: none"> • WMBG affected by emergency equitably access gender responsive goods and services • WMBG participate equitably in response and recovery decision-making structures • WMBGs have equitable access to beneficiary feedback and complaint mechanisms • Women and girls' participation and voice are promoted in all aspects of crisis response 	<ul style="list-style-type: none"> • WMBGs benefit equitably from emergency response/recovery efforts • WMBGs and their families survive AND thrive when faced with crisis • The developmental and mental health of crisis-affected boys and girls is protected

PA 5: Gender Based Violence Prevention and Mitigation.²³ Approximately one-third of women will experience some form of gender based violence (GBV) during her lifetime. CRS knows that the effects of violence are felt at the individual, family, and community levels and that instances of GBV pose a major threat to the IHD of project participants but also to the achievement of sectoral outcomes. Decreasing GBV requires a community-based, multi-pronged approach and sustained engagement with multiple stakeholders. The most effective initiatives address underlying risk factors for violence, including social norms regarding gender roles and the acceptability of violence.

CRS has a relatively modest level of programming that addresses GBV but this is growing. Successful GBV prevention and mitigation programming require strong approaches illustrated in the other PAs, particularly concerning the promotion of gender-equitable masculinities (PA 2).

²³ GBV includes five categories: Sexual violence (rape, sexual assault, sexual harassment); Physical violence (hitting, slapping, beating); Emotional violence (psychological abuse); Economic violence (denial of resources); Harmful traditional practices (forced or early marriages; female genital mutilation).

PA 5 GOAL: GBV (INCLUDING HARMFUL PRACTICES) PREVENTED AMONG MEN, WOMEN, BOYS AND GIRLS

INTERMEDIATE OUTCOMES	LONGER-TERM OUTCOMES
<ul style="list-style-type: none"> • Improved individual KSAs conflict resolution and GBV prevention • Couples and caregivers increase their use of non-violent conflict management strategies • WMBGs, community leaders and structures have reduced acceptance of GBV • WMBGs access updated and complete referral systems • Improved coordination for GBV prevention • Effective implementation of law and policies regarding GBV 	<ul style="list-style-type: none"> • Reduced experience of GBV by women, men, boys and girls (emotional, physical, sexual IPV economic IPV, early/forced marriage and harmful/traditional practices, etc.)

IMPLEMENTATION PLAN & OVERSIGHT OF THE GENDER STRATEGY

CRS' Global Gender Strategy 2020–2030 will be accompanied by a global gender strategy implementation plan. The implementation plan will focus on refining the knowledge management systems for resource/tool sharing and for identifying, and acting upon, priority actions that help fill critical gaps in capacity, experience and/or necessary tools for each of the PAs. It will serve as a menu of illustrative actions that specific regions and CPs can select in developing their five-year gender action plans (GAPs). The global implementation plan will be validated, reviewed and updated every 2 years during CRS' biennial global gender summit. Lastly, the implementation plan will be developed and monitored by a CRS global gender strategy working group made up of a cross-selection of field and HQ-based colleagues across both programming and operations departments. A simple score card will be developed and implemented to monitor implementation of the strategy.

CRS HQ, regional, and CP leadership will commit to identifying and implementing key initiatives and activities that support the roll-out of the minimum standards for gender integration and that support programmatic progress on any number of the five priority areas (PAs). Key initiatives and activities should be captured in context-specific GAPs both at the CP and regional levels. Senior leadership in HQ and regions are ultimately responsible for the development and implementation of GAPs with the technical support from CRS' global gender strategy working group and HQ, regional and CP-level gender staff (or focal points).

Through the experience gained, we will assess and sharpen the strategy, as necessary, with a thorough review and update after five years. 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 transformative change.



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