



GiE Guidance Note Series, April 2024



# GiE and Human Resources

## Gender in Emergencies Guidance Note Series

*This guidance note explains how to meaningfully include Gender in Emergencies into the human resources of an emergency intervention or humanitarian programming. It is intended for project managers, HR professionals and other relevant support staff. This guidance may be updated periodically.*

### Why include GiE in your human resources plan?

CARE has a clear **organizational commitment** to promote the equal realization of dignity and rights for women, men, boys and girls. The focus on gender equality is a key part of CARE's Vision 2030, as well as part of CARE's Gender Equality Impact Strategy. CARE's Humanitarian Impact Area Strategy emphasizes the focus on understanding and responding to the different gendered needs of those affected by natural disasters and conflict. The goal of the strategy is to be a leading agency having lasting impacts on the needs of women, men, boys and girls affected by crises around the world.

Given these commitments, gender in emergencies is an integral part of all CARE's humanitarian programming. It is crucial that humanitarian responders have the right skills, tools, and capacities to integrate gender. This requires appropriate and adequate financial and human resources. **Ensuring proper GiE staffing, diversity of emergency teams and gender-responsive HR processes** are important components of making sure CARE can meet our GiE obligations and respond to the different needs of the communities that CARE serves.

### Hiring Gender-Balanced teams

A gender-balanced team is crucial at all levels of an emergency response. This allows teams to work with, communicate and engage with people of all genders and ages. Based on the context, other diversity factors should be considered, to ensure teams are representative of the affected population, for a more effective and inclusive humanitarian response. Some key steps to consider for ensuring diversity in hiring the emergency team include:

- 1. Advertise in various places:** Think about the different places where job advertisements can reach diverse candidates. For example, this could be reaching out to a local university's gender studies department or making connections with local women's networks or civil society organizations. Use both formal and informal networks to pass the message about recruitment. In certain acute emergencies, consider anticipated recruitment for key positions at the onset of a response, to explore and secure skilled and diverse talent.
- 2. Actively encourage diverse candidates to apply:** Ensure the use of inclusive language and encourage candidates from all backgrounds to apply. When encouraging women and diverse candidates to apply, first check with local labor laws. The following are example lines which have been used by CARE in the past: *'CARE seeks to improve the lives of the most marginalized, particularly women and girls. We encourage people from diverse backgrounds and experiences, particularly women, to apply.'* Or *'Our diversity is our strength; we encourage people from all backgrounds and experiences, particularly women, to apply.'*
- 3. Include specific language in the job descriptions:** Job descriptions should contain specific language and reference to CARE's commitment to gender equality and diversity. HR should ensure that this is standard for all emergency positions, and not just gender-related roles. See Annex 1 for more guidance on statements that can be used for emergency position job descriptions.
- 4. Diversity in the hiring interview:** Make sure to include questions in the interview to showcase the candidate's level of knowledge and commitment to gender equality (Sample questions can be found in Annex 1). There should also be questions on PSHEA included in the interview (see the [safeguarding hub](#) for more information). Finally, you should ensure that the hiring committee is a diverse panel, who has a good understanding of GiE.
- 5. Be creative!** Don't be afraid to get creative in the hiring process. For example, making applications gender and ethnicity blind (such as blacking out names and identifying features) is a proven way to provide greater diversity as it reduces unconscious bias. When considering qualifications, reconsider what is 'desired.' Often women and other marginalized groups are excluded from higher education. Put greater emphasis on the competency of candidates. This can be done through diverse recruitment practices, such as using presentations or practical assessments where candidates need to show competency-based skills. And finally – do not accept an interview process without any women candidates!

## Staffing for Gender in Emergencies

The inclusion of Gender in Emergencies technical specialists is a crucial aspect for any humanitarian response. This should include short-term GiE deployable staff to respond to acute onset emergencies, as well as longer term GiE staffing. Although each context is different, and therefore there is no one set structure for GiE staff, the following are some key points to remember when creating your staffing structure for GiE in your humanitarian or emergency response:

- **For an acute onset emergency,** it is necessary to have a GiE technical specialist or GiE Advisor to help set up your emergency programming. This is particularly important to help set up the systems and structures, as well as coordinate with other key GiE and gender stakeholders.

- The initial GiE Advisor position at the onset of a response is charged with **overseeing a holistic response to GiE** in emergency programming, by reflecting the core pillars of CARE's [Gender in Emergencies Theory of Change](#). This includes setting up the [Rapid Gender Analysis](#); ensuring gender across emergency technical sectors through the [Gender Minimum Commitments](#); working to increase [Women's Voice and Leadership](#) in crises; and addressing the risks of [Gender-Based Violence](#), with a minimum obligation of ensuring GBV risk mitigation for all programming.
- A GiE Advisor is the minimum requirement for a response. However, some country offices chose to have a **combined GiE and GBV role** at the onset of an emergency. As CARE is often involved in GBV and Protection programming, for certain contexts this is the best option for the country office. However, there are other contexts where a GiE Advisor will be able to cover all needs for the initial onset, including GBV risk mitigation minimum obligations. Regardless of the exact position, what is important is that there are adequate human resources for CARE to meet its [core GiE commitments](#) during a humanitarian emergency.
- **Preventing sexual harassment, abuse and exploitation** is a critical part of every humanitarian response. While a GiE Advisor can support PSHEA at the beginning of a response and there is some overlap with GBV activities, PSHEA and safeguarding roles should be a SEPARATE position. Safeguarding and GiE are both critical parts of a response – using one position to cover both needs will not do justice to the wide range of work expected from these two positions.
- **GiE staff sequencing** is important. As the response grows, longer-term GiE staffing may be needed, in addition to initial resources. For example, in the first three months of a response, you may only need a GiE Advisor, who can set up the core structures of GiE in your response. However, perhaps after the initial few weeks or months, the context has developed in a way where CARE has decided to focus additional programming on GBV, such as running women and girls' safe spaces. In this situation, CARE would need to add a specific GBV position, to oversee the additional programming. Or perhaps CARE has grown its GiE programming to cover several field locations. In this example, CARE would need to add GiE field officers in addition to the national GiE Advisor or Coordinator. Staff sequencing is important, as GiE needs will change and grow depending on the timing of your programming and the evolving context of the response. GiE needs are not static, and neither should be your human resource plan!
- **Stand-alone GiE programming** such as Women Lead in Emergencies or GBV programming requires specific staff positions, that go above and beyond a GiE Advisors role. For example, for a country implementing a WLiE program, they may need a WLiE Coordinator, WLiE program officers, or WLiE community mobilizers, depending on the context. GBV roles will depend on the exact programming, such as prevention, response, or protection. Potential staffing could be a protection advisor, GBV field officers, or a GBV coordinator for a large-scale and country wide GBV response. Exact staffing needs will depend on the context, chosen programming, and resources available.
- **There are resources available to support the response!** Deployable surge technical staff can be used as support during crisis onset until full-time staff can be hired. Support staff can come from the RRT, the roster of validated CARE consultants, or the regional and global GiE teams. See key contacts below for more information.

## GiE and team capacity building

So, you've hired a gender balanced emergency team, and you have specific GiE staffing in place? Great start! Now you need to continue to build on and enhance CARE's internal GiE capacity, in line with CARE's organizational gender equality commitments. Some of examples of internal capacity building include:

- Make sure all emergency staff are **trained on the core principles of Gender in Emergencies** and are able ensure efficient and inclusive humanitarian response work that is gender sensitive and/or gender responsive. GiE orientations can be found [here](#), or you can reach out to the global GiE team for comprehensive trainings.
- Hold GEDI/REDI (**Reflections on equality, diversity and inclusion**) workshops for all staff, to uphold and promote diversity and equality through CARE's organizational culture. REDI training support can be found [here](#).

It is also important that you think about how to **support and retain the diverse staffing** that CARE has just invested in. For example, make sure you monitor social norms and organizational culture with the team or country office, and ensure that teams uphold CARE's values of diversity, equality, and inclusion.

Be aware (and analyze) how women and men are assessed – look out for any trends that may indicate discrimination (for example, labelling women as emotional or biases against certain groups, such as the perception that persons with disabilities are not able to complete fieldwork). Have indicators around GEDI that are monitored and followed up by the Senior Management Team. Finally, develop criteria and target staff for developing and improving women and other diverse groups representation in humanitarian response leadership.

Organizational assessments are often good tools to help us understand these gender and diversity issues within your own team or office. CARE's effectiveness in programming depends on our ability to harness and apply the diverse talents of our staff within an environment of respect, trust, and value for the contribution of all.

## Want more information?

Additional GiE tools, guidance, and resources can be found on CARE's [Gender in Emergencies SharePoint](#) page or the [CARE Emergency Toolbox](#).

### Looking for technical support or have a question?

The CARE Global GiE team is also here to support you!

For general GiE inquiries, reach out to [leora.ward@care.org](mailto:leora.ward@care.org) or [heather.cole@care.org](mailto:heather.cole@care.org).

For inquiries on Rapid Gender Analysis, reach out to [laura.tashjian@care.org](mailto:laura.tashjian@care.org)

For inquiries on Women Lead in Emergencies, reach out to [oneil@careinternational.org](mailto:oneil@careinternational.org)

For inquiries on GBViE, reach out to CARE Egypt Foundation (contact coming soon!) or [erin.patrick@care.org](mailto:erin.patrick@care.org)

## Annex 1: GiE and Recruitment Examples

Key components of recruitment	Examples
<p>Sample statements for encouraging diverse candidates to apply</p>	<p><i>CARE seeks to improve the lives of the most marginalized, particularly women and girls. We encourage people from diverse backgrounds and experiences, particularly women, to apply.</i></p> <p><i>Our diversity is our strength; we encourage people from all backgrounds and experiences, particularly women, to apply.</i></p> <p><i>CARE is committed to employment equity and building a more diverse, equitable, and inclusive workplace. Research shows that women and other marginalized folks tend to apply to roles only when they meet all the criteria outlined in the posting. If you're excited about this role but don't have experience with each and every qualification, we encourage you to apply.</i></p>
<p>Sample language to use in job descriptions</p>	<p>For the opening of the Job Summary: <i>"CARE is a leading humanitarian organization dedicated to fighting poverty and social injustice with a special emphasis on women and girls."</i></p> <p>In a Job Responsibility with a supervisory role: <i>"The [Position Title] will be responsible for ensuring that gender equality and diversity principles are upheld in the recruitment, orientation, performance and management of staff."</i></p> <p>In a Technical Role Job Responsibilities (such as WASH, Shelter, FSL or SRHR): <i>"Paying particular attention to the gender dynamics of..."; "Ensuring that gender and power dynamics related to XXX in emergencies are considered." "Representing CARE with relevant humanitarian and relief organizations in order to positively influence other stakeholders in gender equality and women's empowerment in XX sector..."</i></p> <p>In Fundraising Job Responsibilities: <i>"Ensuring the proposals (narrative and budget) and reports contain explicit reference to gender analysis and approaches used to address unequal gender relations."</i></p> <p>In Program Quality Job Responsibilities: <i>"Ensuring that adequate gender and power analysis has taken place." "Able to provide technical assistance in the area of gender in emergencies to ensure that programmatic strategies are addressing unequal power relations." "Providing specific attention to gender and women's empowerment impact measurement indicators, systems and processes."</i></p> <p>Under core competencies: <i>"Proven experience with practical and impactful gender equality and women's empowerment approaches to development and humanitarian action."</i></p>
<p>Sample questions to include in the interview</p>	<p><i>CARE has a strong commitment to gender equality and applying a "gender lens" in the work we do. Can you explain your understanding of gender equality issues especially with regards to how this is important in emergencies.</i></p> <p><i>Explain a specific action you have taken that demonstrates how you've contributed to greater gender equality; the example could be from your professional or personal life.</i></p> <p><i>What have you done to promote gender equality or diversity in your previous job(s)? Give a specific example and explain what happened and what you learnt from it?</i></p>



	<p><i>Explain how you would analyze, implement, and monitor gender equality dynamics in an emergency program (can specify a particular sector if hiring for sectoral positions such as WASH, FSL or Shelter)</i></p> <p><i>Can you elaborate on your experience in integrating protection and gender mainstreaming principles into emergency response plans? Please provide specific examples of how you can ensure the inclusion and prioritization of gender considerations in both programming and operational aspects of emergency interventions?</i></p> <p><i>How has your background &amp; experience prepared you to be effective in an environment that holds diversity, equity, belonging &amp; inclusion as core to our mission &amp; values?</i></p>
<p>Examples of creative hiring practices for increasing gender and diversity</p>	<ul style="list-style-type: none"> <li>• Make applications gender and ethnicity blind (such as blacking out names and identifying features), to reduce unconscious bias. This could be for CVs or for tests and interviews.</li> <li>• Consider lived experience over formal qualifications, focusing on competencies and experiences.</li> <li>• Actively seek out places where underrepresented groups and diverse candidates can be found, and 'target' these places for recruitment.</li> <li>• Use creative options to showcase a candidate's experience and competency. This could be through presentations, inviting the candidate to present to the team at a 'brown bag' lunch, or practical or simulation-based assessments, instead of traditional tests and interview questions.</li> <li>• Ensure that the hiring panel has diverse participants, including different staff profiles, age, gender and other identity factors.</li> <li>• Ensure that candidates are offered accommodations they may need for the hiring process, particularly for persons with disabilities.</li> <li>• Provide interview questions to candidates beforehand, to create a level playing field for all candidates.</li> <li>• Screen to ensure that there are diverse candidates on the shortlist, ensuring adequate representation of underrepresented groups. Do not move forward with a hiring practice if there are not any women or other underrepresented groups as candidates!</li> </ul>