



Women Lead in Emergencies – Guidance Note

Reflect: using Social Analysis and Action to explore gender, power and participation

This guidance note explains how Reflect activities are used within a Women Lead in Emergencies project. Reflect draws on CARE's Social Analysis and Action tools to provide a facilitated process for staff, partners and women groups to explore gender, power and meaningful participation in decision-making.

What does Reflect mean in the context of Women Lead?

Reflect is **one of the first set of activities in a Women Lead project**. The Women Lead facilitator guides staff, partners and, once they are identified, women's groups through a process of self-reflection, dialogue and action that continues throughout the project.

Reflect **builds on learning from CARE's programmes using Social Analysis and Action**. It is also linked to broader work on using Reflective Practice, which means exploring and reflecting on one's own values and beliefs to develop self-awareness before working with others, particularly on gender topics. Using Social Analysis and Action tools, all stakeholders involved or interested in Women Lead – including CARE staff, partners, women's groups and other community members – are supported to:

- *reflect* on social norms and their individual beliefs to create understanding,
- *challenge* restrictive values and norms,
- *envision* alternative norms and behaviour,
- engage with ongoing *learning* about how gender norms influence beliefs, decisions and behaviours.

Why Reflect as part of Women Lead?

Women's equal leadership and meaningful participation in decision-making is a global issue: one which no country in the world has fully realised. **Social norms and individual beliefs that create rigid gender roles lead women to have fewer opportunities for leadership and decision-making than men.** They also mean that when women and girls are present in decision-making processes, they often do not feel able to be active participants, are not actively listened to by others or given the same respect as men and boys.

These social structures affect everyone engaged in the project. This means that **everyone involved in the Women Lead process needs to reflect on their own values, norms and beliefs** about gender, power, participation and leadership.

Without Reflect activities, there is a risk that CARE will say one thing about women's leadership while doing the opposite in terms of its internal practices and behaviours. With the Reflect process, CARE can take the **opportunity to transform staff and organisational capacity** to actively champion gender equality and women's voice and leadership.

Women Lead facilitators also **incorporate Reflect activities in their sessions with women's groups** to help them to explore together their own and others' beliefs and expectations about gender, power and participation. This includes discussing how gender norms and expectations influence who gets to

participate, who makes decisions about access to rights, entitlements and resources within the affected community, and the implications of this for women and the community. Reflect sessions help women to **see themselves as individuals with autonomy and rights**, and to **build or strengthen their ability to question and analyse the world** around them, including their role and relationships with others within it. This critical consciousness is an **important for increasing women's agency and empowerment** and for marginalised women to envision a life of dignity, security, well-being and justice.

How to Reflect in Women Lead?

CARE's Social Analysis and Action **Global Implementation Manual** should be used as a guide and to provide ideas about how to organise and manage a facilitated Reflect session for staff, partners and women's groups. This includes specific guidance on how to conduct and monitor critical reflection and dialogue sessions with staff and partners.

Key activities for Reflect within Women Lead include:

- read the Social Analysis and Action Global Implementation Manual,
- reflect on the principles, meaning and activities of Social Analysis and Action with staff and partners at the project inception workshop,
- if your office does not have a Social Analysis and Action or Gender Equity and Diversity facilitator, consider bringing in a staff member trained in facilitating the Social Analysis and Action process to organise a three-day Trainer of Trainers for key staff and partners,
- adapt the Social Analysis and Action tools and process to focus on gender and women's leadership and meaningful participation in decision-making *in your context* and for the *specific participants*,
- facilitate and/or organise regular (e.g. monthly) Reflect sessions with all staff in the CARE office,
- incorporate Reflect sessions in the regular engagements between Women Lead staff and women's groups,
- document learning outcomes from Reflect sessions with staff, partners and women's groups as part of Women Lead and feedback to the Social Analysis and Action team learning.

Who leads the Reflect process?

The Global Women Lead Team is responsible for supporting the National Women Lead Project Manager/Coordinator to design Reflect sessions.

The National Women Lead Project Manager/Coordinator facilitates the discussion process with staff and partners alone or with the Social Analysis and Action and/or Gender Equality and Diversity Focal Points. A local women's rights organisation can also be recruited to facilitate these sessions with staff.

Where experienced gender facilitators are not available, the Global Women Lead Team can facilitate initial Reflect sessions with staff.

Women Lead project staff or partners facilitate Reflect discussions with women's groups.

An experienced facilitator should lead the three-day Social Analysis and Action Training of Trainers.

When does Reflect happen within Women Lead?

Reflect is an **ongoing process** throughout Women Lead. It starts after or alongside initial work to develop the Rapid Gender Analysis on Power. Monthly discussion happens throughout Women Lead with CARE staff and, ideally, weekly with women's groups. Process indicators tracking Reflect are included as part of the monitoring, evaluation and learning system for the project.

How does using the Social Analysis and Action Manual for Women Lead differ from its use in other sectors?

Reflect directly draws on and uses the implementation manual for Social Analysis and Action to guide work on self-reflection with staff, partners, women's groups and communities. There are both similarities and differences between using Social Analysis and Action in a Women Lead project and in other sectors (e.g. sexual and reproductive health or eliminating gender-based violence).

Similarities

- Shares a common objective of gender equality and women's empowerment.
- Observes and adheres to the principles for Social Analysis and Action.
- Uses the same tools and processes for self-reflection and critical reflection and dialogue.
- Examines social norms.
- Explicitly considers collective and individual initiative in actions to address gender and other types of inequality.

Differences

- Focuses specifically on gender, power and equal and meaningful participation in decision-making.
- Considers but does not focus on sexuality, reproductive health rights or gender-based violence.
- Goes beyond social norms to look at other structural barriers to women's meaningful participation in decision-making – such as political culture or economic interests.
- Modifies Social Analysis and Action activities to fit with the aims of Women Lead.

Key resources

- **Social Analysis and Action Global Implementation Manual**
- Social Analysis and Action **Trainer of Trainers**
- Social Analysis and Action Exercises adapted for Women Lead

The Women Lead Toolkit is available for CARE staff on the Women Lead in Emergencies CARE Shares page.

Want more information?

Women Lead in Emergencies is a joint initiative of the CARE Global Gender in Emergencies Team and the Global Inclusive Governance Team. Email the Global Women Lead Coordinators for more information:

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