



September 2016

Inclusive Governance Marker Marking Guidance Note

This guidance note provides information on using CARE's Inclusive Governance Marker. It builds on the overall Governance Marker Guidance Note that covers humanitarian and development programming. The guidance note is targeted at all staff that plays a role in applying the Governance Marker preparation, proposal design, and implementation review stages.

What is the Inclusive Governance Marker?

The CARE Inclusive Governance Marker is a simple, easy-to-use tool that grades, on a 0-4 scale, whether or not CARE's work is prepared for, designed, and implemented in a way that ensures that the inclusive governance component of CARE's global approach is mainstreamed into programming.

What is the purpose of the CARE Inclusive Governance Marker?

The CARE Inclusive Governance Marker is an internal accountability tool to ensure CARE delivers on its commitments to ensure more inclusive governance by integrating these commitments into programming. These commitments are outlined in the CARE Inclusive Governance Guidance Note. The CARE Inclusive Governance Marker is also a learning tool with inbuilt feedback mechanisms.

How can the CARE Inclusive Governance Marker be used in emergencies and development programming?

CARE's Inclusive Governance Marker is a tool that can be used in various ways and at numerous moments across the project cycle to improve and reflect on an intervention.

Every CARE project and programme, humanitarian and development, will use the Governance Marker through the Project and Program Information and Impact Reporting System (PIIRS). This annual activity ensures that every project, no matter what stage it is at, will have reflected on the integration of inclusive governance in the past years' work.

Some suggestions based on consultations with Country Offices and CARE Member Partners as to other uses of the tool include:

- **Preparation:** for emergencies, you can use the Inclusive Governance Marker as a tool for discussion during the Emergency Preparedness Planning Workshop; and to review the inclusion of inclusive governance into the EPP Report.
- **Proposal Design:** use the Inclusive Governance Marker to review funding proposals to ensure inclusive governance is adequately considered in CARE's

strategies for community engagement. This is particularly important during a humanitarian crisis where proposals are developed quickly.

- **Monitoring Implementation:** use the Inclusive Governance Marker as a management tool (like a dashboard) to ensure governance is well integrated into on-going humanitarian and development programming. It can also be used as a checklist when conducting monitoring visits.
- **After Action Review:** use the Inclusive Governance Marker as a part of After Action Reviews. Country Offices have done so with staff and partners to help them to practically engage with gender in emergency programming.

Use of the Inclusive Governance Marker is not restrictive – use the tool in innovative ways to facilitate understanding, engagement, and share your learning.

Who can use the CARE Inclusive Governance Marker?

The CARE Inclusive Governance Marker can be used by Country Offices, and by CARE Member Partners. Within a Country Office it can be applied by different users. For example, by the humanitarian coordinator to review the emergency preparedness report, by the governance advisor during trainings, by the ACD-Program to review proposals or to monitor implementation, and by the M&E advisor as a part of their M&E systems.

At the CARE Member Partner level, it can be used by humanitarian or development project officers to review and provide feedback on proposals before submitting to donors, as a checklist for field monitoring visits, as part of their review of EPP processes and reports, and as part of the After-Action Review process.

What do the grades mean?

Projects are awarded a grade ranging from 0 to 4. These grades are viewed as a continuum. CARE aims to have all projects reaching a minimum grade of 2 (accommodating), whilst striving towards more transformational work.

For **humanitarian response or development work** a grade 2 or above demonstrates good integration of inclusive governance into humanitarian and development projects and programming.

What training is available on the CARE Inclusive Governance Marker?

The CARE International governance team and governance champions are supporting the roll-out of training on the inclusive governance marker.

Session plans for training on the Inclusive Governance Marker are also available for orientation, tool training, and for After Action Reviews.

Supporting documentation

Given that this is intended to be a learning process, we need documents to corroborate this. So, please include a link to relevant documents throughout project design and implementation such as an emergency preparedness plan, the project's theory of change, stakeholder mapping and analysis, baseline, midline, and endline.

Want more information?

Please refer to the following documents on the CARE Governance Wiki:

- CARE [Inclusive Governance Guidance Note](#)
- CARE [Inclusive Governance Marker Form](#)
- CARE [Inclusive Governance Marker Guidance](#)