INTRODUCTION
A lot has been done to reduce the gender gap and improve the opportunities for women, girls, and non-binary people over the past decades. Yet significant gender gaps remain across sectors in all countries around the world.

Evidence confirms that we need an inclusive approach for sustainable change. For example, investments in girls and women using culturally sensitive strategies and approaches not only enables them to reach their full potential, but it creates a ripple effect that yields multiple benefits for families, communities, and countries.

Gender means...
For Cordaid working on gender means working with women, men, and non-binary people from diverse backgrounds and from an intersectional approach. This means we strive to work inclusively and to not discriminate based on gender, age, class, ethnic background, sexual orientation, or gender expression (LGBTQI+) and physical ability (disabled people).

Tackling all forms of inequity, including gender inequity, is crucial for sustainable and peaceful development. Achieving gender equity entails addressing the unequal power relations that prevent men, women, and non-binary people from reaching one’s full potential, obtaining a decent living, and satisfying basic needs.

This policy document describes Cordaid’s commitment to gender equity and to a gender transformative approach in our mission and our organizational policy.

Terms in this document are defined in Table 2 on page 6-7.

Our vision on a gender transformative approach
We envision a gender transformative approach that:

- Creates in programme and interventions opportunities for individuals to actively challenge negative gender norms,
- Promotes equitable positions of social and political influence for people of all gender identities, expressions, and sexual orientations in communities, and
- Addresses power inequities between persons of different genders. This is necessary to create sustainable interventions, that create opportunities for all people in society.

“As Cordaid we strive towards inclusiveness, thus we recognise that gender is not binary but a spectrum of gender identities and expressions.”

Scope
This is a Cordaid-wide gender policy that applies to all Cordaid operations at the global office, and in the country offices, to the programmes we develop and implement in the selected countries, to our lobby and communication, and to the environment we create to effectively reach our goals. This environment includes our organizational structure and culture and the partnerships we engage in.
GENDER EQUITY AND EQUALITY

We realise that the relationship between gender equity and gender equality is inherently interdependent. Gender equality refers to the status of enjoying equal rights and opportunities by all genders, for which a working process of gender equity is necessary. In practice, gender equity acknowledges that the diverse needs of men, women and non-binary people call for different and appropriate treatments to achieve equality. In a few words, gender equity and women empowerment are the means to the end of gender equality (see the infographic below):

Because of current disparities, treating or assisting men, women and non-binary people in the same way is inadequate and falls short to transform these differences. Equal treatment could result in the perpetuation of harmful inequalities, hence a commitment to a gender transformative strategy is key to gender equity and by extension, gender equality. A process of gender equity and gender transformation will require working to change the institutional mindsets, practices and social relations that reproduce and sustain gender inequality.

To this end, the voices of women, men and non-binary people need to be heard and amplified to a level where women, men and non-binary are equally able to shape their societies. Active promotion and support for this is needed, to ensure meaningful participation. Therefore, in Cordaid, we stress the importance and urgency of a gender transformative approach in all our programmes and initiatives.

Fragility and inequality

Cordaid concentrates on fragile and conflict-affected areas where poverty is linked to a lack of stability and governance. Our mission is to contribute to the structural social change and transformation that is needed to do the work we do. The health and well-being, opportunities and rights of women, girls, and groups that are vulnerable such as non-binary people and LGBTQ+ suffer disproportionately from the insecurity and violence that define daily life in their communities.

Violence against women and girls affects their economic and political opportunities, their mobility, their personal health, and their ability to get an education. The flipside of the coin is that gender inequality is also a fundamental cause of fragility as it intersects with other power imbalances in the economic, political, and religious domains of social life. Fragile and conflict settings provide opportunities to transform gender roles and relations, in a positive way.

It our mission to reduce vulnerability and build resilience in fragile and conflict-affected societies and it is coupled with a strong commitment to gender equity and to our gender transformative approach focused on people of all genders and sexual orientations.

Commitment to gender equity

Cordaid promotes gender equity and commits to international agreements on gender equality (such as the UNSC WPS resolutions 1325, 1820, 1888, 1889, 1960, 2106, 2122 & 2242 and the CEDAW conventions). By addressing inequality, we can reach a more balanced power distribution between men, women, non-binary people, as well as enhance their rights. A sound gender policy capable of transforming power relations and levelling the

A gender transformative approach aspires to change this reality. It tackles the root causes of gender inequality and reshapes unequal power relations.

SDG 5 and more

The adoption of the SDGs consolidated gender equity as a universally recognised core development objective, and overall confirmed the critical role women must play to the attainment of these goals. Specifically goal 5, the stand-alone gender goal, sees women empowerment and gender equity, not only as an objective but also as a crucial element of the aimed goals1. It also underlines the importance of integrating gender considerations into strategies aimed at other SDGs such as 2 (Zero hunger), 3 (Good health and well-being), 13 (Climate action) and 16 (Peace, justice, and strong institutions).

Challenging gender inequality

As Cordaid we understand that if the causes of gendered and unequal access and control over assets, resources and services are not addressed, the organisations’ goals cannot be accomplished.

power balance at the level of households, communities, services, and society at large, which is key to the achievement of our goals.

**HOW WE WORK**

The objective of our gender policy is to ensure that men, women, and non-binary people participate in peace processes, access appropriate sexual and reproductive health, women are free, capable, and enabled to exercise their human rights, economic rights, and equality is enhanced.

To achieve this, we

- implement a gender transformative approach in all programmes,
- design specific programmes contributing to women’s empowerment and gender equality, and
- create an enabling environment for women empowerment and gender equality.

We will do that by adhering to the following operational principles:

1. Through all stages of the programme and project design attention will be paid to the diverse needs, interests, rights, and opportunities of all genders, by means of a
   - Gender and power analysis. The differences between the roles that women, men and non-binary people play in communities and in society, the various levels of power they hold, their differing needs, constraints and opportunities and the impact of these differences on their lives are examined.
   - Programme strategy that reflects the result of the analysis and ensures that the root causes of the inequalities between all genders are addressed in the programme design and implementation.
   - Results framework that will include gender disaggregated indicators ideally with intersectional approaches to monitor against and measure the results achieved in women empowerment and gender equality. Monitoring and evaluation are essential components of the project cycle and gender-sensitive monitoring and evaluation is important to know if projects have created gender disparities or
inequalities and to learn from our experience and get to know our best practices.

- Gender marker that will be developed to assess project proposals and implementation.

2. Collect gender and age-disaggregated data (ideally intersectional) throughout all our programmes. Without specific data on how women, men and non-binary are included in or reached by the interventions, you cannot evaluate whether the programme or project is benefiting women or on the contrary, harming them. Good data on gender in all its diversity will allow us to:

- Understand the size and nature of disadvantages experienced by women and girls and non-binary people in absolute terms and in comparison, with men and boys.
- Identify and analyse the underlying causes of gender inequality.
- Measure the consequences of gender inequality and design an effective policy.
- Design an effective intervention to ensure we are using the learning to revise our intervention strategies.
- Data collection concerns the preparation phase (analysis) as well as the implementation and completion phase where gender and age-segregated output and outcome data are collected.

3. The gender dimension will be integrated into thematic programmes. This means that part of the organisation will ensure a gender transformative approach and if possible, facilitate gender standalone programming.

4. Gender focal points will be appointed in each country office and supported by the gender expert in the global office. The gender focal points will be trained and coached. Next to this, exchanges between colleagues will be facilitated and encouraged to ensure gender focal points can be learning from each other, to ensure exchanges between the countries. Through the Community of Practice, knowledge sharing, tool development and monitoring will be discussed and promoted. A dedicated gender focal point Terms of Reference will be developed.

In 2030, Cordaid ensures equal rights and opportunities for women, men, and non-binary people throughout our organisation and all our work. Our intersectional gender transformative strategy is fully incorporated in the DNA of our organisation and is at the core of our work.”

Cordaid Gender CoP
A CoP (Community of Practice) is a network of Cordaid staff (global office and country offices) working in a specified domain and/or sharing an interest in this domain and connected via web-based appliances. The CoP facilitates generation and exchange of information, stimulates discussion, shares knowledge and experiences, lessons learned and contributes to networking among Cordaid staff.
The aim of the Gender CoP is:

- Identify existing tools, manuals and policy present in the various units and country offices.
- Create unified gender strategies and tools for the whole of Cordaid.
- Create a strong network of gender focal points throughout the organisation.
- Organise yearly learning event for gender focal points both at global office and at the country offices.
- Create a safe space for knowledge sharing, sharing of challenges and a support network for the whole organisation.
- Monthly digital meetings for gender focal points, facilitated by the gender expert at global office.
- Review the gender policy every two years.

The Board of Directors will include the gender objective in the result agreements with the country directors and with the unit managers and will monitor performance and staff development in gender.
DEFINITIONS

For the purposes of this policy, unless otherwise stated, the following definitions² shall apply.

<table>
<thead>
<tr>
<th>TABLE 2 » DEFINITIONS GENDER POLICY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
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<tr>
<td><strong>Gender equality and gender equity</strong></td>
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<td><strong>Women empowerment</strong></td>
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<td><strong>Gender perspective</strong></td>
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<td><strong>Gender mainstreaming</strong></td>
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<td><strong>(Sexual) and gender-based violence</strong></td>
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<td><strong>Women’s rights</strong></td>
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<tr>
<td><strong>Masculinities</strong></td>
</tr>
</tbody>
</table>

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² From World Bank Group, gender equality, poverty reduction, and inclusive growth, 2016–2013
³ http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm
⁴ Millennium Project Task Force on Education and Gender Equality, 2005, Taking action: achieving gender equality and empowering women
⁶ Due to gender inequality and pride, most men are not likely to speak up.
Ideas about what is masculine and what is feminine vary over time, as well as within and between cultures. Therefore, there are many different versions of masculinity – masculinities – and they are changing all the time.\(^7\)

**Gender responsive budgeting**

Gender-responsive budgeting or GRB is a method of determining the extent to which government expenditure has detracted from or come nearer to the goal of gender equality. A gender-responsive budget is not a separate budget for women, but a tool that analyses budget allocations, public spending and taxation from a gender perspective and can be subsequently used to advocate for reallocation of budget line items to better respond to women’s priorities as well as men’s, making them, as the name suggests, gender-responsive.\(^8\)

**Gender neutral, sensitive, and transformative**

The primary objective behind gender mainstreaming is to design and implement development projects, programmes, and policies that:
- Do not reinforce existing gender inequalities (gender neutral)
- Attempt to redress existing gender inequalities (gender sensitive)
- Attempt to re-define women and men’s gender roles and relations (gender positive / transformative)

The degree of integration of a gender perspective in any given project can be seen as a continuum (adapted from Eckman, 2002):

<table>
<thead>
<tr>
<th>Gender negative</th>
<th>Gender neutral</th>
<th>Gender sensitive</th>
<th>Gender positive</th>
<th>Gender transformative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender inequalities are reinforced to achieve desired development outcomes</td>
<td>Gender is not considered relevant to development outcome</td>
<td>Gender is a means to reach set development goals</td>
<td>Gender is central to achieving positive development outcomes</td>
<td>Gender is central to promoting gender equality and achieving positive development outcomes</td>
</tr>
<tr>
<td>Uses gender norms, roles, and stereotypes that reinforce gender inequalities</td>
<td>Gender norms, roles, and relations are not affected (worsened or improved)</td>
<td>Addressing gender norms, roles and access to resources in so far as needed to reach project goals</td>
<td>Changing gender norms, roles and access to resources a key component of project outcomes</td>
<td>Transforming unequal gender relations to promote shared power, control of resources, decision-making, and support for women’s empowerment</td>
</tr>
</tbody>
</table>

**LGBTQI+**

Lesbian, Gay, Bisexual, Transgender, Queer and Intersexual + other gender identities.

**Gender stand-alone programming**

Programmes that have a specific focus on improving gender equality. Often focused on for example women empowerment.

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ABOUT CORDAID

Cordaid works to end poverty and exclusion. We do this in the world’s most fragile and conflict-affected areas as well as in the Netherlands. We engage communities to rebuild trust and resilience and increase people’s self-reliance.

Our professionals provide humanitarian assistance and create opportunities to improve security, health care, food and education and stimulate inclusive economic growth. We are supported by nearly 300,000 private donors in the Netherlands and by a worldwide partner network. Cordaid is a founding member of Caritas Internationals and CIDSE.

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