

GENDER POLICY CORDAID

EMBRACING A GENDER TRANSFORMATIVE APPROACH

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.”



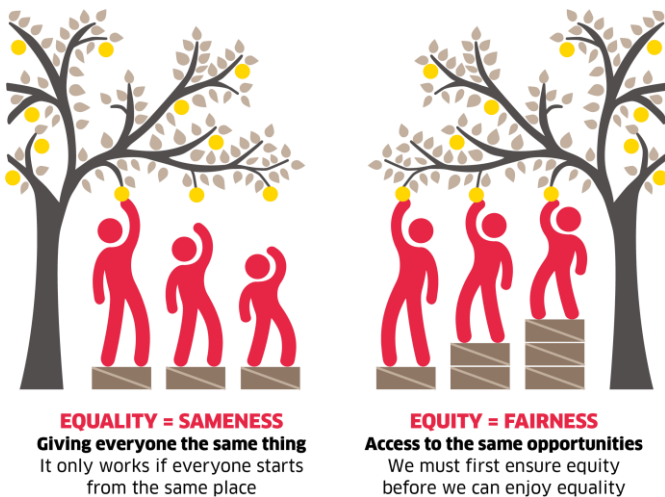
Credit photo: Cordaid

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):



Source: Image credit: 16dayallyship (adapted from © 2014 Saskatoon Health Region)

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.

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 inequity, 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

¹ <http://www.unwomen.org/en/news/in-focus/women-and-the-sdgs/sdg-5-gender-equality#sthash.oNMiJ9s7.dpuf>

TABLE 1 » CORDAID'S COMMITMENTS TO ITS GENDER POLICY

On strategy	Contributes to the SDGs and especially to SDG 5: 'Achieve gender equality and empower all women and girls'.
	Takes a gender transformative approach in all our advocacy, campaigns, and programming.
	Networks and lobbies at national, regional, and global level for regulations, rules, and its implementation that lead to greater gender equity and displays our gender transformative approach.
	Accounts for the organisation's contributions to gender equity and makes the results (gender disaggregated data) available (Open Data Policy).
	Reports regularly to programme participants, donors, and the public on progress on gender equity and our gender transformative approach in the work of Cordaid.
	Upholds in external marketing, fundraising, advocacy, and communications our commitment to our gender transformative approach, including being respectful, using inclusive and positive language and images, and avoiding stereotypes with particular attention to those based on gender.
On programmes	Incorporates a gender and power analysis in the preparation and in the design, implementation and monitoring of our programmes and projects.
	Includes a gender transformative approach in the entire project cycle and includes indicators to measure progress in its gender transformative work for all stages: programming, implementing, monitoring and evaluation.
In networks and with partners	Engages in partnerships with organisations that strengthen our gender transformative approach and stimulate partners to work in partnerships with gender transformative organisations.
	Shares the gender policy actively with partner organisations during and as part of their contracting and asks partners to share gender policies with Cordaid.
In the organisation	Trains and sensitizes staff in our gender transformative approach and promotes the commitment of the organisation in this regard.
	Addresses gender in human resources policies and practices, communication mechanisms and tools, programme materials and all forms of documents and documentaries in the Cordaid organisation worldwide.
	Ensures, at senior management and human resource level, that all Cordaid employees understand and comply with this policy.

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 benefitting women or on the contrary, harming them. Good data on gender in all it is 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.



Credit photo: Cordaid

GENDER IN THE CORDAID ORGANISATION

Gender equity and women empowerment can only be achieved in an environment where the staff is prepared to work in a gender transformative way, the offices are equipped to allow women, men, and non-binary people to develop equally, where discrimination on whatever base is not tolerated and where the support to achieving the goals is well organized. This comes down to having:

- A HR (Human Resources) policy that is supportive for gender equality and LGBTQI+ people.
- The right structure and mechanisms in place to define targets, to monitor performance and to account for our results.

The HR policy aspires to achieve gender parity in all ranks and functions of the organisation. It can support this gender balance at the global office as well as in the country offices through:

- The recruitment of staff (selection); the targets in all and especially (higher) management positions is a 50/50 division.
- A conducive environment in line with Cordaid's gender policy. By ensuring for example the provisions that make women feel safe at the workplace and in their environment (safe room, separate toilets, nursing room) parental leave, sanctions on sexual harassment. And a clear policy that denounces (sexual) and gender-based violence. The gender policy will be shared and discussed during the onboarding trajectory.
- Easily accessible complaint mechanism.
- Confidential advisor in every office, both male and female; this cannot be someone in higher management.

“ 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 2 » DEFINITIONS GENDER POLICY

Gender	The social and cultural attributes, expectations and norms associated with being male or female (or other genders).
Gender equality and gender equity	Gender equality refers to the equal rights, responsibilities, and opportunities of women, men and gender diverse people. Gender equity refers to the process to achieve equality, which at times means different treatments to achieve equal outcomes in terms of rights, opportunities, and benefits according to the respective needs of women, men, and gender diverse people. Equality does not mean that women, men, and gender diverse people will become the same but that their rights, responsibilities, and opportunities will not depend on whether they are born male, female, neither or both. Gender equality implies that the interests, needs, and priorities of both women, men and gender diverse people are taken into consideration, recognizing the diversity of people based on their gender. Gender equality is not a women's issue but should concern and fully engage men as well as women and gender diverse people. Equality between people of all gender is seen both as a human rights issue and as a precondition for - and indicator of - sustainable people-centred development. ³
Women empowerment	The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to control her own destiny. This implies that to be empowered women must not only get equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use those rights, capabilities, resources, and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions). And to exercise agency, women must live without fear of coercion and violence ⁴ . Women empowerment has five components: Women's sense of self-worth; their right to have and to determine choices; their rights to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally ⁵ .
Gender perspective	The gender perspective shows that the different conditions and rights of women and men can be explained through interpretations of what is meant by male and female. It reveals how power is structured and helps us understand the reasons why women lack influence and why men are given certain privileges. It also opens doors to the analysis of other power structures: class, age, sexuality, spiritual beliefs, wealth, residence (urban or rural), the colour of skin and disability are some of the many categories affecting the status of individuals in society and their right to a decent life.
Gender mainstreaming	A process that systematically integrates gender perspectives into legislation, public policies, programmes, and projects. This process enables making women's and men's concerns and experiences to be made an integral dimension of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and societal spheres with the goal of achieving gender equality (United Nations 2002).
(Sexual) and gender-based violence	Sexual and gender-based violence ((S)GBV) is violence targeted at individuals or groups based on their gender. While research suggests that a considerable proportion of women worldwide will at some point in their lives experience (S)GBV, the extent to which men and boys are affected is unknown. ⁶ An associated form of violence is Violence against Women and Girls (VAWG), which is directed specifically at females. Another associated form of violence is violence against LGBT+s, who express alternative gender identities.
Women's rights	The 'human rights' of women and of the girl child are an inalienable, integral, and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social, and cultural life, at the national, regional, and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community. As defined in Article 1, 'discrimination against women' shall mean any distinction, exclusion or restriction made based on sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment, or exercise by women, irrespective of their marital status, on a basis of equality fundamental freedoms in the political, economic, social, cultural, civil or any other field. reflects and reinforces underlying gender-based inequalities.
Masculinities	In all cultures, people have strongly held beliefs about the kinds of behaviours, attributes, and values which are most appropriate for men and those which are most appropriate for women, and these are learned from an early age. These socially constructed gender norms play a key role in shaping the lives of women, men, boys, and girls. The term 'masculinity' simply refers to anything which is associated with men and boys in any given culture, just as 'femininity' refers to that which is culturally associated with women and girls.

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

⁵ UN Secretariat, Inter-agency Task Force on the Implementation of the International Conference on Population and Development's Programme of Action, 'Guidelines on Women's Empowerment' [www.un.org/popin/unfpa/taskforce/guide/iatfwemp.gdl.html]

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	<p>The primary objective behind gender mainstreaming is to design and implement development projects, programmes, and policies that:</p> <ul style="list-style-type: none"> • 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) <p>The degree of integration of a gender perspective in any given project can be seen as a continuum (adapted from Eckman, 2002):</p>				
	<p>Gender negative</p> <p>Gender inequalities are reinforced to achieve desired development outcomes</p> <p>Uses gender norms, roles, and stereotypes that reinforce gender inequalities</p>	<p>Gender neutral</p> <p>Gender is not considered relevant to development outcome</p> <p>Gender norms, roles, and relations are not affected (worsened or improved)</p>	<p>Gender sensitive</p> <p>Gender is a means to reach set development goals</p> <p>Addressing gender norms, roles and access to resources in so far as needed to reach project goals</p>	<p>Gender positive</p> <p>Gender is central to achieving positive development outcomes</p> <p>Changing gender norms, roles and access to resources a key component of project outcomes</p>	<p>Gender transformative</p> <p>Gender is central to promoting gender equality and achieving positive development outcomes</p> <p>Transforming unequal gender relations to promote shared power, control of resources, decision-making, and support for women’s empowerment</p>
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.				

⁷ <https://www.saferworld.org.uk/downloads/pubdocs/masculinities-conflict-and-peacebuilding.pdf>

⁸ <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=&fullsearch=0&page=-1>

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 Internationalis and CIDSE.

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