

# GENDER POLICY

## CORDAID AND GENDER EQUALITY

**THE HAGUE, 2019**



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# 1. INTRODUCTION

Tackling all forms of inequity, including gender inequality, is crucial for sustainable and peaceful development. Gender inequality is about unequal power relations leading to unequal opportunities to satisfy basic needs and develop oneself to one's full potential and to a decent living. For Cordaid working on gender means working with women, men, girls, and boys from all different background and from an intersectional approach. This means we treat people equally no matter what their gender, age, class, ethnic background, sexual preference (LGBTI) and physical ability (disabled people) is.

The adoption of the SDGs confirmed gender equality as a universally recognized core development objective. Women have a critical role to play in all of the SDGs, with many targets specifically recognizing women's equality and empowerment as both the objective and as part of the solution. Goal 5 is known as the stand-alone gender goal because it is dedicated to achieving these ends.<sup>1</sup> It also underlines the importance to integrate gender in all other SDGs such as 3 (Good health and well-being) and 16 (Peace, Justice and Strong Institutions).

If the causes of unequal access of women to services and assets and their lack of voice are not addressed, and if we do not understand and work on the underlying factors that cause inequality, Cordaid's goals cannot be fully achieved. Gender equality means that the opportunities and life chances of men and women, boys and girls, are equal. The emphasis on gender equality and women's empowerment reflects a concern that women and men have equal opportunities to make choices about what gender equality means and work in partnership to achieve it. Because of current disparities, equal treatment of women and men is insufficient as a strategy for gender equality. Equal treatment in the context of inequalities can mean the perpetuation of disparities. Commitment to achieving gender equality will require changes in institutional mindsets, practices and social relations through which disparities are reinforced and sustained. It also requires a strong voice for women in shaping their societies. However, mainstreaming gender alone is not sufficient. To really work on gender equality stand-alone programs and projects are necessary.

Cordaid promotes gender equality 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 the inequality, more balanced power distribution between men and women will be reached and the rights of women and girls, as well as men and boys, enhanced. A sound gender policy capable of transforming the power relations and equalling the power balance at the level of households, communities, services, and society at large is key to the achievement of our goals and for our mission to work on fragility, to reduce fragility and the vulnerability of people where it is most needed and most difficult: in fragile and conflict-affected societies. Of both women and men. This policy document describes Cordaid's commitment to gender equality: our mission and approach as well as the organizational policy.

<sup>1</sup><http://www.unwomen.org/en/news/in-focus/women-and-the-sdgs/sdg-5-gender-equality#sthash.oNMIj9s7.dpuf>

## 2. SCOPE

This is a Cordaid-wide policy that applies to all Cordaid operations, at the global office, and in the Country Offices. It applies to the programs we develop and implement in the selected countries, to our 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.

To monitor progress and to keep all units at GO and all country offices actively involved, each CO and each unit at GO will have a gender focal point. Yearly the gender policy will be reviewed by all gender focal points to update and adjust via the Gender Community of Practice.

## 3.COMMITMENTS

### Cordaid

- Contributes to the SDG's and especially to SDG 5 on gender equality and achieve empowerment of all women and girls.
- Incorporates gender and power analysis in the preparation and in the design of her programs and projects.
- Engages in partnerships with organizations that strengthen the gender perspective and stimulate partners to work in partnerships with gender transformative organisations.
- Includes gender in the entire project cycle and includes indicators (gender sensitive) for all stages: programming, implementing, monitoring and evaluating.
- Accounts for the contribution the organization makes to gender equality and will make the results (gender disaggregated data) available (Open Data Policy).
- Networks and Lobbies at national, regional and global level for regulations, rules, and implementation that lead to greater gender equality.
- Addresses gender in human resources policies and practices, communication & public relation mechanisms and tools, program materials and all forms of documents and documentaries both at the Global office and at the Country Offices.
- Trains and sensitizes staff to be gender sensitive and promotes the commitment of the organization in this regard.
- Will share the gender policy actively with partner organisations during as part of the contracting and ask partners to share gender policies with Cordaid.
- Will regularly report to programme participants, donors and the public on progress on gender equality in the work of Cordaid.
- Ensures external marketing, fundraising, advocacy, and communications respect and uphold our commitment to gender quality including being respectful, using inclusive and positive language and images and avoiding stereotypes with particular attention to those based on gender.
- Senior management and human resource will ensure that all Cordaid employees understand and comply with this policy.

## 4. CORDAID'S MISSION AND APPROACH

We do not accept a world of inequality, exclusion, and unsustainability. We are driven by the conviction that we, the human family, can build a better one. We believe that all humans are a single family and that the earth with all its resources is our common home.

We envisage a world where the basics of a life in dignity are available to all. Where the poorest and the excluded can influence the decisions that affect them. Where each person is free to flourish and can live in peace.

Cordaid's more than a century-long history is firmly rooted in the Catholic social teachings. Right from the start in 1914 and up to this day, in accordance with the values of the gospel, our purpose is to:

- provide emergency and refugee aid;
- provide aid to specific groups such as elderly people, disabled people, and children;
- provide medical aid;
- to reduce structural poverty of the oppressed.

In view of the current global trends towards socio-economic interdependencies and globalization, we increasingly recognize that fragility undermines regional stability and impacts negatively on global peace and sustainable and inclusive development. Therefore, Cordaid will further focus its activities on working in and on fragility.

Inspired by values of compassion, solidarity, and subsidiarity, as well as the motivation to counteract inequality and exclusion, Cordaid's mission is to reduce fragility and the vulnerability of people in fragile and conflict-affected societies.

We pursue this mission by:

- promoting equality and (social) inclusion;
- increasing resilience (of people and systems);
- strengthening the social contract between governments and their societies.

And by implementing a tailored set of interconnected approaches:

- strengthening the capacities of organisations;
- building partnerships;
- lobby and advocacy;
- system strengthening;
- provision of credit and equity;
- emergency response when and where required.

Evidence from around the world confirms that women are drivers of change. Investing in girls and women using culturally sensitive strategies and approaches, not only enable them to reach their full potential, it creates a ripple effect that yields multiple benefits for families, communities, and countries. Over the past two decades, there has been increased recognition that, to understand the nature of conflict and design effective peacebuilding responses, it is necessary to understand, analyse and address the gender dimensions, and to engage males and females equally in processes. A lot has been done to reduce the gender gap and improve the opportunities for women and girls over the past decades. Yet significant gender gaps remain across sectors in all countries around the world. Cordaid concentrates on Fragile and Conflict-affected areas where poverty is linked to a lack of stability and governance. The organizations' mission is to contribute to the structural social change and transformation that is needed to build flourishing communities in fragile contexts. To achieve this, Cordaid focuses a major part of its efforts on women and girls. Their health and wellbeing, opportunities and rights 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<sup>2</sup>. Fragile and conflict-affected environments also offer opportunities and entry points to transform gender roles and relations.<sup>3</sup>

Therefore, Cordaid strives for Gender transformative approaches: programs and interventions that create opportunities for individuals to actively challenge negative gender norms, promote equal positions of social and political influence for women and men in communities, and address power inequities between persons of different genders.

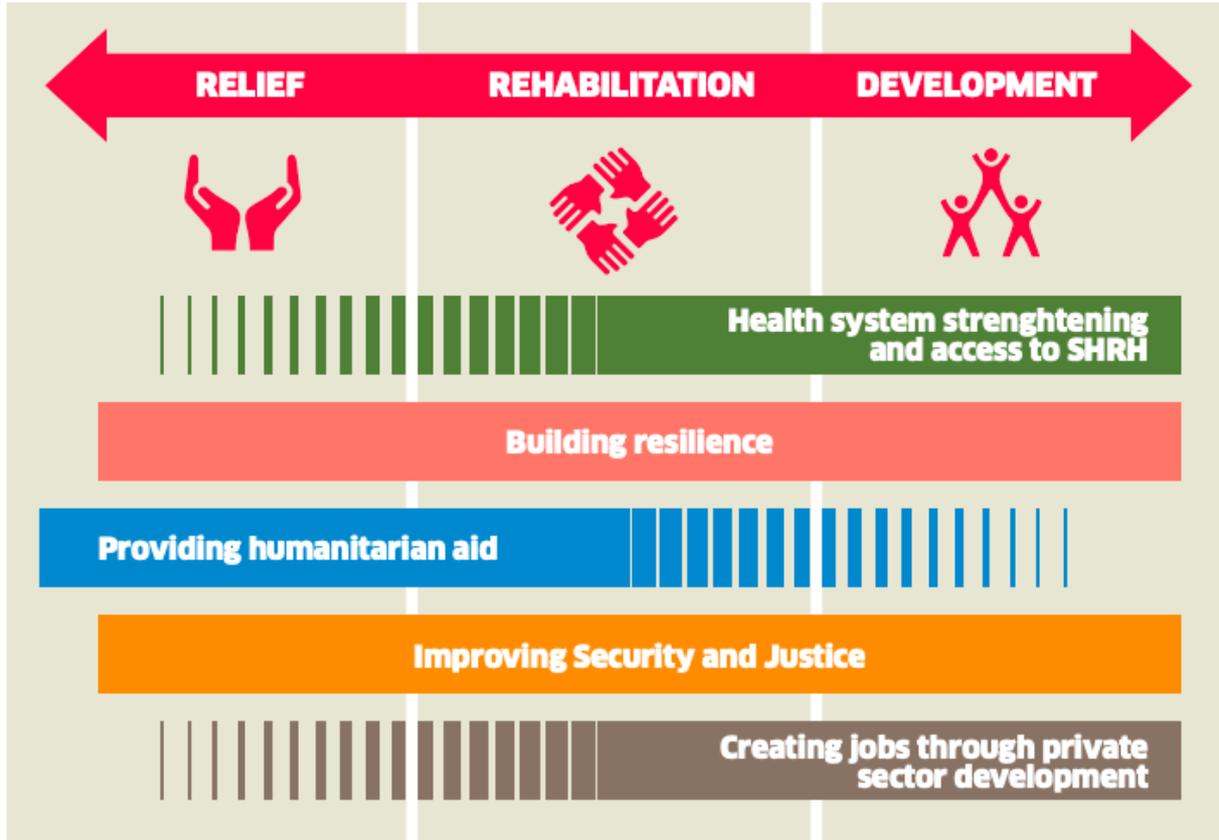
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<sup>2</sup> Women from fragile to flourishing; Cordaid's approach and track record

<sup>3</sup> In conflict affected countries in Africa due to engagement of men in conflict, displacement of families, insecurity, pressing family needs women started taking leading roles in representing their households in community meetings, discussing and addressing children and family issues with local service and government institutions as well as with local and international organizations, managing family economic resources and/or considering work opportunities to feed and maintain their families and to engage in educational, social and other activities to develop their skills and increase resilience.

## 5. CORDAID’S PROGRAMS

### FROM RELIEF TO DEVELOPMENT



We are convinced of the need to engender each implementing activity and look at each project stage through a gender “lens” and SDG 5 (Gender Equality and the achievement of empowerment of all women and girls) is crosscutting for all of Cordaid’s programs.

### Overall Objective gender and Cordaid

Ensure that women and girls access and participate in peace processes, access appropriate sexual and reproductive health, women are free and capable and enabled to exercise economic rights and equality between women, girls men and boys is enhanced through

- a gender perspective in all programs
- specific programs contributing to women’s empowerment and gender equality
- an enabling environment for women empowerment and gender equality.

### Operational principles

1. Through all stages of the program and project design attention will be paid to the different needs, interests, rights, and opportunities of women, men, boys, girls:

- Gender and power analysis: the differences between the roles that women and men play in communities and in society, the different levels of power they hold, their differing needs, constraints and opportunities and the impact of these differences on their lives are examined.
  - The program strategy reflects the result of the analysis and ensures that the root causes of the inequalities between women and men, boys and girls are addressed in the program design and implementation.
  - The results framework will include gender disaggregated indicators to monitor against and measure the results achieved in women empowerment and gender equality. Monitoring and evaluation is an essential component 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.
  - A gender marker will be developed to assess project proposals/implementation (annex).
2. Collect gender and age-disaggregated data throughout all our programs. Without specific data on how women are included in or reached by the interventions, you cannot evaluate whether the program or project is benefitting women or on the contrary, harming them. Good data on women and girls will allow us to:
- understand the size and nature of disadvantages experienced by women and girls, both in absolute terms and in comparison with men and boys
  - identify and analyze the underlying causes of gender inequality
  - measure the consequences of gender inequality and
  - design effective policy.
- Data collection concerns the preparation phase (analysis) as well as the implementation phase where gender and age-segregated output and outcome data is collected.
3. The gender dimension will be integrated into thematic programs. This means that each program unit will ensure gender mainstreaming and aim for a gender transformative approach in their work and if possible facilitate gender standalone programming. To support this, gender focal points will be appointed who will convene in the Gender CoP. In the year planning, program units and country offices will be challenged to address these issues from a gender transformative approach and show specific commitments. To start this process, all gender focal points will be invited to a Cordaid wide Gender in Peace & State building training in the summer of 2019.

## 6. GENDER IN THE ORGANIZATION

Gender equality and women empowerment can only be achieved if we create an enabling environment where the staff is prepared to work in a gender-sensitive and even transformative way, the offices are equipped to allow women and men 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:

1. a human resources policy that is supportive for gender equality
2. the right structure and mechanisms in place to define targets, to monitor performance and to account for our results.

Indicator: the proportion of women in management positions

### 1. The human resources policy

The human resources policy aspires to achieve gender parity in all ranks and functions of the organization.

The HR resource policy can support this gender balance at the Global Office as well as in the Country Offices.

- a. The recruitment of staff (selection); The target in the (higher) management positions is a 50/50 division.
- b. A conducive environment for women and men by ensuring 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.
- c. Easily accessible complaint mechanism
- d. Confidential advisor in every office, both male and female, this cannot be someone in higher management

The management of the country offices is supported by the Compendium. The compendium describes the management and administration of the country office and explains the mission that incorporates gender.

### Cordaid Gender COP

A CoP is a **network of Cordaid staff** (Global Office and Country offices; GO and COs) working in a specified domain and/or sharing an interest in this domain, and mainly 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 main aim and objectives of the Cops will be achieved through annual work plans based on different activities and outputs as desired by the members.

- The CoP will facilitate an interactive overview of the main areas of interest and “knowledge priorities” of the members and ensure that the CoP is focused around these. (What are the members doing? What are their knowledge aspirations and needs? Which important global developments are important to address? What can they offer to the CoP? (i.e. **web-based shared space, Knowledge Repository**))
- The CoP will provide a window for sharing, reviewing and disseminating new information and new policy developments (**research, newsletters, commissioned literature reviews, thematic meetings, online discussion groups, etc.**)
- The CoP will, through its membership, promote and facilitate knowledge translation and use by practitioners and policymakers (**briefing papers, fact sheets, annual co-creation conference, visual and infographics, films, etc.**)
- The CoP will identify opportunities for collaboration within and outside of the CoP and including external partners where relevant (**network development, matchmaking, etc.**)
- The CoP will implement collaborative knowledge activities (the latter can be considered as the stepping up towards the CoE project, with a clear, replicable, multi-country coverage, preferably monetizable deliverable).

The aim of the Gender COP will be:

- 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 GO 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 Expert Gender, Peace and Security at GO.
- Review the gender policy on a yearly basis

## Gender in the project cycle

Cordaid works through the project working approach. Of course, gender should be a central part of all the parts in the project cycle, but there are a few moments in the project cycle gender needs to be a crucial element. Underneath an overview of the specific steps in the project cycle.

Besides these steps, no proposal should be sent out without a proper gender and conflict analysis, for which a template will be developed. In most project cycles, the expert involved in the writing of the proposal will also be appointed as the gender focal point.

Qualify	Develop	Contracting	Preparation	Execution	Completion
	1. 5 Develop opportunity with pre-bid team > identify gender focal point & do gender & conflict analysis	1b.1 Share donor/lead contract > check on gender policy and specific gender requirements	2.2 Determine project team members > identify gender focal point both at GO & at CO level	2.26 > Monitor results / output & outcomes > Check for specific outputs and outcomes on gender, ensure gender and age segregated data are used	3.8 Advise final report > involve gender focal point
	1.7 Approval to develop proposal? > SOC pays attention to gender focal point being present in the proposed bid team		2.11 Agree with implementing partner about its proposal and budget > discuss gender mainstreaming, gender budgeting and gender policy	2b.4 Assess (narrative) report > Check on specific gender outcomes, outputs, ask gender focal point for support if needed.	3.12 Plan & Hold 'lessons learned' session with project team > pay specific attention to gender elements and gender mainstreaming
	1.13 & 1.18 Consortium partners involved > First gender policy check with the partner		2.a.8 Share signed an agreement with partner > Include gender policy for a partner to implement or ask a partner to share their gender policy		
	1.19 > Develop proposal with bid team > involve gender focal point				

	and see if gender mainstreaming is present, and if possible gender standalone programming.				
	1a.1 Discuss roles, responsibilities, and budget with co-applicant > identify partners gender focal point				
	1a.2 Add project-specific content to standard pre-bid/partnership agreement and share with co-applicants > Share Cordaid gender policy				

For the country offices, an assessment to define the baseline will be done and an action plan formulated. Specific gender objectives will be included in their annual plan as well.

The director country offices 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.

**Associated Policies**

- [Cordaid Code of Conduct](#)
- [Guide to design and moderate successful Communities of Practices \(CoPs\)](#)
- [Partner risk assessment](#)
- [Partner policy \(not yet approved at the time of writing\)](#)
- [Child protection policy](#)
- [Undesirable behavior policy](#)
- [Complaint procedure](#)
- [Confidential advisor](#)
- [ToR example Gender Audit](#)

## 7. DEFINITIONS

For the purposes of this policy, unless otherwise stated, the following definitions<sup>4</sup> shall apply

Gender	The social and cultural attributes, expectations and norms associated with being male or female.
Gender Equality	Refers to the equal rights, responsibilities, and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs, and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for - and indicator of - sustainable people-centered development. <sup>5</sup>
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), 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 <sup>6</sup> . 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 <sup>7</sup> .
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 color 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, programs, 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 programs in all political, economic and societal spheres with the goal of achieving gender equality (UN 2002).
(Sexual) and Gender-Based Violence	Sexual and Gender-based violence ((S)GBV) is violence targeted at individuals or groups on the basis of their gender. While research suggests that a significant proportion of women worldwide will at some point in their lives experience (S)GBV, the extent to which men and boys are affected

<sup>4</sup> From World Bank Group, Gender equality, Poverty Reduction, and Inclusive Growth, 2016-2013

<sup>5</sup> <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>

<sup>6</sup> Millennium Project Task Force on Education and Gender Equality, 2005, *Taking action: achieving gender equality and empowering women*

<sup>7</sup> 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](http://www.un.org/popin/unfpa/taskforce/guide/iatfwemp.gdl.html)].

	<p>is unknown. <sup>8</sup>An associated form of violence is Violence against Women and Girls (VAWG), which is directed specifically at females.</p> <p>Another associated form of violence is violence against LGBTs, who express alternative gender identities.</p>										
Women’s rights	<p>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 on the basis of 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.</p>										
Masculinities	<p>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 a young 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. Ideas about what is masculine and what is feminine vary over time, as well as within and between cultures. Therefore, there are many different possible versions of masculinity – masculinities – and they are changing all the time.<sup>9</sup></p>										
Gender Responsive Budgeting	<p>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 rather a tool that analyzes 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.<sup>10</sup></p>										
<b>Gender-neutral, Gender-sensitive, and Gender transformative</b>	<p>The primary objective behind gender mainstreaming is to design and implement development projects, programs, and policies that:</p> <ol style="list-style-type: none"> <li>1. Do not reinforce existing gender inequalities (Gender Neutral)</li> <li>2. Attempt to redress existing gender inequalities (Gender Sensitive)</li> <li>3. Attempt to re-define women and men’s gender roles and relations (Gender Positive / Transformative)</li> </ol> <p>The degree of integration of a gender perspective in any given project can be seen as a continuum (adapted from Eckman, 2002):</p> <table border="1" data-bbox="386 1626 1445 1881"> <thead> <tr> <th><b>Gender Negative</b></th> <th><b>Gender Neutral</b></th> <th><b>Gender Sensitive</b></th> <th><b>Gender Positive</b></th> <th><b>Gender Transformative</b></th> </tr> </thead> <tbody> <tr> <td>Gender inequalities are</td> <td>Gender is not considered</td> <td>Gender is a means to reach</td> <td>Gender is central to</td> <td>Gender is central to promoting gender</td> </tr> </tbody> </table>	<b>Gender Negative</b>	<b>Gender Neutral</b>	<b>Gender Sensitive</b>	<b>Gender Positive</b>	<b>Gender Transformative</b>	Gender inequalities are	Gender is not considered	Gender is a means to reach	Gender is central to	Gender is central to promoting gender
<b>Gender Negative</b>	<b>Gender Neutral</b>	<b>Gender Sensitive</b>	<b>Gender Positive</b>	<b>Gender Transformative</b>							
Gender inequalities are	Gender is not considered	Gender is a means to reach	Gender is central to	Gender is central to promoting gender							

<sup>8</sup> due to gender inequality and pride, most men are not likely to speak up.

<sup>9</sup> <https://www.saferworld.org.uk/downloads/pubdocs/masculinities-conflict-and-peacebuilding.pdf>

<sup>10</sup> <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=&fullsearch=0&page=-1>

	reinforced to achieve desired development outcomes	relevant to development outcome	set development goals	achieving positive development outcomes	equality and achieving positive development outcomes
	Uses gender norms, roles, and stereotypes that reinforce gender inequalities	Gender norms, roles, and relations are not affected (worsened or improved)	Addressing gender norms, roles and access to resources in so far as needed to reach project goals	Changing gender norms, roles and access to resources a key component of project outcomes	Transforming unequal gender relations to promote shared power, control of resources, decision-making, and support for women's empowerment
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersexual				
Gender standalone programming	Programs that have a specific focus on improving gender equality. Often focused on for example women empowerment.				

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## 8.TOOLS WITHIN CORDAID

### **Existing tools:**

- Standardised gender (& conflict) training

### **Expected tools (August 2019):**

- Training on gender in the project cycle
- Tool & training Gendered conflict analysis

### **Still to be developed:**

- Instructions on how to use the Gender Maker
- Gender in Fragility assessment guidelines
- Instructions on how to use criteria for selecting gender-sensitive indicators in programs

## ANNEX: GENDER ACTION PLAN 2019

- 1) Establish active Gender Focal Point Network via Community of Practice
    - a. Identify gender focal points in each country office and in each program unit
    - b. Organise 2 monthly meetings
    - c. Challenge gender focal points for 2019 objectives per country office and unit
  - 2) Develop Cordaid wide outcomes (KPI's)
    - a. Evaluate on a yearly basis
  - 3) Develop HR overview and instructions for experts in cooperation with Q&A and IAM to update the project cycle
  - 4) Provide training in the summer of 2019 for gender focal points
    - a. Participants:
      - i. Gender focal points each country office
      - ii. SP coordinators & Capacity Building officers
      - iii. Gender focal points each program unit
  - 5) Develop the following tools
    - a. Gender & conflict analysis tool
    - b. Instructions on how to use the Gender Maker
    - c. Gender in Fragility assessment guidelines
    - d. Instructions on how to use criteria for selecting gender-sensitive indicators in programs
  - 6) Create awareness about Cordaid Gender policy
    - a. Edit & translate Cordaid Gender policy
    - b. Develop infographic to accompany and clarify gender policy
    - c. Present gender policy and gender & conflict analysis during management week, create support for gender focal points and added value
    - d. Share Gender Policy via e-mail with support BoD
    - e. Include gender policy in the onboarding process
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## ABOUT CORDAID

Cordaid is based in the Netherlands and has country offices in 11 countries. It has been fighting poverty and exclusion in the world's most fragile societies and conflict-stricken areas for a century. It delivers innovative solutions to complex problems by emphasizing sustainability and performance in projects that tackle security and justice, health and economic opportunity. Cordaid is deeply rooted in the Dutch society with more than 300,000 private donors. Cordaid is a founding member of Caritas Internationalis and CIDSE.

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