

Operational Gender Policy

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I. Introduction

World Renew is committed to work for gender equality and equity in all aspects of its programs, policies and organizational culture. Gender equality refers to equal enjoyment by women, men, boys and girls to rights, opportunities, resources and benefits, while gender equity is the process of being fair to them. As one of World Renew's cross-cutting themes, principles of gender equity and equality must be encapsulated in everything we do.

In speaking of *gender*, we do not refer to women only. Gender equality is about restoring right relationships between men and women. Many men have grown up with dysfunctional ideas of what it means to be men and have been scarred by these. World Renew promotes the development of positive feminine and masculine identities. Where either women or men are harmed through gender-based injustice¹, we seek to actively work towards restoration.

World Renew works in plural and multi-faith contexts. This necessitates an attitude of respect for other traditions through attentive listening, exploration of shared values, inclusive needs analysis and participatory program planning and evaluation. At the same time, the values and relationships of trust we share with our faith-based partner networks provide opportunity to stimulate dialogue within the church about gender, faith and culture.

The World Renew Gender Operational Policy has been enriched by the gender policies of sister organizations including ACT Alliance, the ICCO Alliance, Kairos, Tearfund and Plan International as well as the Canadian Department of Foreign Affairs, Trade and Development (DFATD).

II. Rationale

Though progress has been made in decreasing gender inequalities, everywhere in the world women and girls are still disproportionately affected by poverty, injustice and discrimination. Thus World Renew engages in programs that empower women and girls to more fully participate in their communities, economies and societies and supports them to overcome inequality, discrimination and stereotyping.

As a Christian organization, we believe that men and women are created in God's image as equals, that the brokenness of sin affects the ways men and women relate to and treat one another and that we are called to model and work towards the healing and restoration of these broken relationships, both within us and around us.

In addition to this theological foundation, our commitment to gender equality is strengthened by

¹ The list of gendered injustices in the *World Renew Gender Policy*, 2007, include domestic violence, female genital mutilation, sex trafficking, honor killings, widow abuse, rape, early marriage, forced gang entry, and cultural double standards.

internationally agreed upon human rights commitments that hold that women and men are entitled to equal enjoyment of human rights and fundamental freedoms in the political, civil, economic, social and cultural fields of life.²

III. Scope and Purpose of Policy

In 2006, World Renew's Board of Directors created and approved the *World Renew Gender Policy*. In that document, the board affirmed that "World Renew will work for gender equality in all aspects of its programs and organizational culture" and that "gender equity must be integrated throughout the organization, in all of World Renew's policies, structures, and culture. It must also be integrated throughout all World Renew programming, including diaconal development, community development, organizational development, justice, North-South relations and disaster response." *The Operational Gender Policy* reinforces and builds on these commitments.

The objectives of the *Operational Gender Policy* are:

- To provide consistent messages and a coordinated approach to gender equality by World Renew at all levels;
- To guide World Renew staff and volunteers in adopting the principles and practices of gender equality;
- To foster an organizational culture that exemplifies World Renew's commitment to gender equality;
- To communicate World Renew's position on gender equality to international, national and local stakeholders;
- To engage World Renew's partners in policies and programming that promote gender equality.

IV. Principles

Foundational Principles:

1. *World Renew's Gender Policy* and practice are rooted in our understanding from the Bible that men and women are created equally to live in partnership with each other. It is built on the belief that the joint gifts and collaboration of men and women are needed to achieve our goal to renew hope, reconcile lives and restore creation.
2. Women are key agents of transformation in their communities and the realization of their rights is essential to building just and peaceful communities.
3. Women and girls are disproportionately affected by disasters and so must be included in disaster risk

² Based on the Universal Declaration on Human Rights, and especially the International Covenant on Civil and Political Rights (CCPR) 1966; Committee on Economic, Social and Cultural Rights (CESCR) 1966; the Committee on the Elimination of Discrimination against Women (CEDAW 1979; and the Committee on the Rights of the Child (CRC) 1989.

reduction planning.³

4. As a learned behavior, understandings of gender are shaped by the culture and worldview in which we grow up. A dual strategy of contextualization (being culturally appropriate) and being provocative (confronting and transforming elements of culture that are inconsistent with basic human rights and common values) is necessary.
5. World Renew is committed to challenging injustices. No form of gender-based violence and no practice that undermines the dignity of women and girls and their rights to protection from physical and psychological harm will be tolerated.

Programmatic Principles:

1. Gender inequalities at each level of society are impacted by gender inequalities at other levels, requiring holistic interventions that involve individuals, households and communities, as well as the church and other public sectors.
2. Given ingrained disparities, equal treatment of women and men is often insufficient as a strategy for gender equality. In order to diminish gender gaps, women-only programs may be required to bring women to the same level as men and empower them to take up new roles and responsibilities.
3. Men and women, boys and girls, have different needs and priorities, face different constraints, and are impacted by organizational policies, development activities and disaster responses in different ways. Different treatment may be necessary to achieve the same conditions and results for all.
4. Gender equity is not a 'women's issue'. Gender is about improving relationships between men and women. Men as well as women need to be empowered for gender equality to be achieved and gender injustices eradicated.
5. The role of unequal power relationships cannot be disconnected from gender. Power analysis is one of the tools used to understand and redeem power relationships.

Organizational Principles:

1. Our actions as development and humanitarian agents may affect the human rights of the people we work with in positive and negative ways. They can inadvertently reinforce societal divisions, break down relationships and exacerbate gender-based violence and injustice if issues of gender are not fully taken into consideration. All programs and policies should promote fundamental human rights, equity and social inclusion so that men and women benefit equally and injustices are not perpetuated. (The Do No Harm Principle adapted to gender only).
2. World Renew holds itself accountable for its actions in support of gender equality through its

³ Girl Report 2013 - Adolescent Girls: In Double Jeopardy: Adolescent Girls and Disasters, Plan International, 2013.

organizational culture and structures, the mobilization of the technical and financial resources necessary to meet its commitments and through mainstreaming gender in its planning, monitoring and evaluation mechanisms.

3. Building the capacity of its staff, partner organizations and communities in mainstreaming gender, addressing gender injustice and promoting human rights is integral to improving relationships between men and women wherever we work.

V. Implementation Overview

The Operational Gender Policy contains World Renew's commitments to gender equity and equality and the principles that will guide the organization in meeting these commitments. Every staff person, regardless of function or position, is responsible for the implementation of this policy. This is reflected in the job descriptions and performance reviews of staff at all levels.

World Renew's **lead consultant** in each country office ensures that program plans and evaluations in their country are aligned with the *Operational Gender Policy*. They are accountable for aligning their country-level Human Resource policies with the World Renew Operational Gender Policy and for ensuring that an introduction to the *World Renew Gender Policy* and *World Renew Operational Gender Policy* and their country's HR policies related to gender are part of orientation for all new staff. Team Leaders are committed to establishing an organizational culture in their country that respects the dignity of everyone, regardless of sex.

Ministry Team Leaders and **disaster response Project Managers** apply a gender lens as part of the review of each partner and project plan. All team leaders ensure that gender is mainstreamed in their current strategic plan and/or that they have a current team gender plan. They report progress on these plans semi-annually as well as on how their team is progressing on carrying out the recommendations of the organizational *Gender Cluster Evaluation of 2009*. They meet when requested with the Gender Working Group to review their team's gender plans.

The **Gender Champion** on each team circulates news and resources received from the Gender Working Group with their team, shares gender resources developed by their team or in their region with the Gender Working Group and coordinates with their Team Leader to develop and report on team gender plans and progress on implementation of the gender evaluation recommendations.

The **Delta Team** provides technical support and tools to equip staff at all levels of the organization to plan, implement, monitor and evaluate their work from the perspective of achieving gender equality. Delta is also responsible for alignment of grant proposals with gender policies of institutional and private donors and shares new trends and expectations regarding gender throughout World Renew.

World Renew's **Human Resources** staff is accountable for alignment of all human resource policies with the *Operational Gender Policy*, work to achieve gender balance in the different teams and sub-teams of World Renew and include orientation to the *World Renew Gender Policy*, the *World Renew Operational Gender Policy*,

World Renew's Organizational Gender Plan and their team's gender plan in the orientation of all new staff.

The **Constituency Relations (CORE)** team is accountable for developing communications, fundraising strategies and promotional materials that tell the full story of how women and men work together to restore communities. They commit to respecting the dignity of women and girls as well as men and boys in all of their materials. The CORE team is also responsible to orient volunteers to World Renew gender policies.

The **Co-directors** are ultimately responsible for the implementation of the *Gender Policy* and *Operational Gender Policy* throughout World Renew and for ensuring funding for its implementation. They report on the implementation of the policy to the Board of Directors as part of their annual review board of Executive Limitations Policy. They also encourage the board itself to promote gender equality in their own membership recruitment and other policies and practices.

The **Gender Working Group** maintains awareness throughout the organization of its commitment to work for gender equality in all programs and aspects of organizational culture and provides feedback and encouragement at all levels towards the achievement of this goal.

The purpose of the Gender Working Group is to advance organizational learning and best practices related to gender mainstreaming and gender programming among World Renew's organizational culture, programs, partners and constituents. This will be done by looking for and sharing resources, identifying and sharing best practices, and providing technical support within policy guidelines related to gender mainstreaming at all levels within the organization.

This includes creating, revising and monitoring the *World Renew Five-year Organizational Gender Plan*, maintaining visibility of the *Gender Policy* and the *Operational Gender Policy* at all levels, regularly reviewing team progress on team gender plans and commitments with team leaders, annually reviewing all partner plans and evaluations through a gender lens and networking with other organizations to share good practices and resources.

The Gender Working Group serves as liaison to team Gender Champions and keeps them informed on the activities of the working group and on major developments related to gender within World Renew. The Gender Working Group consists of both of World Renew's Co-directors, at least one representative from each functional team and at least one representative from a ministry team and from the disaster response team.

World Renew is accountable for the implementation of the *Operational Gender Policy* to the communities and partners with whom we work, to our sponsors and donors and to all our staff. The *Operational Gender Policy* will be reviewed every five years as part of establishing each *progressive Five-year Organizational Gender Plan*.

VI. Gender Equality Standards

Area 1 - Structures, Systems and Policies

- With support from the co-directors, the Board will ensure good gender ratios for members and ensure meeting monitoring forms include a review of how well balanced participation is between genders.

- HR systems and policies:
 - There is equality in pay scales between genders for the same work and same job factors related to that work (years of experience, education levels etc.)
 - There are equal opportunities between genders for performance-based promotions.
 - There are equal opportunities between genders for applicants with the same qualifications essential for jobs being recruited for.
 - Workplace practices and guidelines are family-friendly while ensuring organizational objectives are being met.
 - Codes of Conduct, Sexual Harassment, Whistle blowing policies are written and followed in ways that promote gender equality.
- Institutionalization of organizational learning on gender including orientation of board and staff and through communications. The Delta team takes the lead for this learning while Systems group supports it.
- Gender champions are appropriately placed for mainstreaming gender equality in the organization, in our programs, in our partnerships and in our constituent relations.
- Ensures the Gender Working Group encourages the development of and completes annual assessments of team plans and program / partner evaluations from a gender lens and completes an institutional self-assessment of gender (audits) every five years. These would include using the power analysis tool.
- Ensures the Delta team allocates sufficient funds in their budget for gender mainstreaming.

Area 2 - Constituency Relations

- Marketing, fundraising, campaigns and media messages seek to communicate and reflect World Renew's commitment to gender equality.
- CORE team includes gender awareness stories in mass communications to World Renew constituency.
- In interactions with donors, volunteers, and churches, the CORE staff employ gender sensitive and inclusive language, seeking to avoid gender stereotype and to reflect World Renew's commitment to gender equality.
- CORE team seeks ways to respectfully challenge and encourage World Renew's constituency to pursue gender equality at all levels.

Area 3 - Justice and Advocacy

- World Renew projects and advocacy efforts reflect and emphasize our commitment to gender justice and women's rights.

- World Renew staff and partners communicate the experience, analysis and results of our advocacy work on women's rights and gender justice with CORE team and sometimes with constituents.
- World Renew staff and partners build awareness and capacity among constituents and partners in North America and internationally to advocate for women's rights and gender justice, empowering them in their role as agents of systemic change. This includes advocacy for change to laws, enforcement of laws, raising awareness about existing laws that protect the rights of women and supporting access to the legal system.
- World Renew staff and partners work with communities to thoughtfully analyze and address indigenous systems and leaders that disempower or oppress women from being transformative agents in their homes and communities.
- World Renew staff and partners build awareness and capacity among members, volunteers, constituents and partners in North America and internationally to transform attitudes about women's rights and gender justice.
- World Renew staff and partners collaborate with organizations, coalitions and partners in North America and internationally to support and promote international women's rights and identify common strategies and agendas related to gender justice.
- World Renew staff and partners ensure that its advocacy work is informed by broad and inclusive sources of knowledge of women and men in diverse identifies (including life stories).

Area 4 - Partnerships

- World Renew assesses its collaboration with international partnerships and alliances based on shared commitments to gender equality and the possibility for amplifying its voice on gender equality.
- In its community development and disaster response work, World Renew collaborates with local partners that advance and exemplify commitment to gender justice and equality and respect the rights of all members of communities.
- World Renew builds on the foundational values it shares with faith-based partners in order to stimulate dialogue within the church about gender, faith and culture. Together with its partners, World Renew is continuously learning how to encourage gender equality in ways that are culturally sensitive and align with local worldviews.
- Partner MoUs include accountability for mutually-agreed gender equality and justice goals.
- World Renew builds the capacity of its partners to carry out gender analysis and to mainstream gender in all aspects of their work. It offers organizational training on gender awareness, gender analysis and gender mainstreaming, which is available to staff and partners. World Renew also supports capacity building through financially supporting gender training offered by other organizations.
- Through partnership evaluations, World Renew offers space for mutual assessment of performance of

both itself and its partners related to gender justice and equality.

- World Renew encourages its partners to develop gender-just human resource policies and to model gender justice in their relationships with each other.
- Long-term local partners are encouraged to choose a gender champion from among their staff to be continuously on the alert to gender needs and gaps, share good practice and celebrate successes related to gender.

Area 5 - Programs: Community Development and Disaster Response

- World Renew designs community development and disaster response programs in such a way that they not only do no harm to existing gender relationships but they also contribute to improvements in the relationships between men and women and boys and girls.
- Participatory tools are used to consider the needs and assets of both men and women as part of designing and planning programs and projects. This includes analysis of how the introduction of new technologies, inputs and/or practices will affect men and women differently and consultation with communities on how they will assure equity in workloads as well as equal access to the resources and benefits of these interventions. Male and female channels of communication are taken into account.
- Gender analysis is carried out to guide needs assessment, design of intervention, beneficiary targeting and selection, monitoring of progress and overall program/project impact.
- World Renew encourages the development of gender equality indicators to monitor progress in assuring equal access to decision-making as well as equal access to resources and benefits of programs.
- Identification of gender risks and development of mitigation strategies are an integral part of program design.
- Men and women participate equally in the development, monitoring and evaluation of World Renew's programs.
- Wherever suitable, monitoring and evaluation data is disaggregated by sex and the results are analyzed and used to make programmatic corrections and build on program successes.
- World Renew promotes education on human rights, including the rights of women and girls.
- Through its network of gender champions and the work of the gender working group, World Renew shares lessons learned and promising practices related to mainstreaming gender and promoting gender equality and human rights throughout the organization.

Specific to Community Development

- World Renew uses a dual strategy of contextualization (being culturally appropriate) and provocation (confronting and transforming elements of culture that are unjust and do harm) in order to challenge negative concepts of femininity and masculinity and to help the value of gender equality to take root.

- World Renew works with local partners and communities to help them identify gender justice issues and make plans to address these issues.
- Where appropriate, World Renew engages in education and values formation of children and adolescents in order to shape their view of men and women as of equal value.

VII. Definitions / Glossary

Empowerment refers to increasing the freedom of women and men to choose and to act, increasing their opportunities to influence decisions that affect their lives and increasing their capacity to live out their hopes.

Gender refers to what people expect about how men and boys should act and what they are allowed to do, what people expect about how women and girls should act and what they are allowed to do, and about how people expect men and women and girls and boys to live together in families and communities.

Gender Analysis is an organized way to learn about gender relationships in a specific context and to uncover the causes and consequences of gender differences and gender injustices.

Gender Based Violence - Gender-based violence refers to physical, sexual, psychological and sometimes economic violence inflicted on a person because of being male or female. Girls and women are most frequently the targets of gender-based violence, but it also affects boys and men, especially those who do not fit dominant male stereotypes of behavior or appearance. Gender-based violence may refer to criminal acts of aggression committed by individuals or to socially sanctioned violence that may even be committed by State authorities. Among these are human rights infringements such as domestic violence, trafficking of girls or boys, female genital cutting and violence against men who have sex with men.

Gender Discrimination is the unequal or unfair treatment of men and boys or women and girls based solely on their sex rather than on their individual skills, talents and capabilities. It means that girls or boys, women or men, are treated less well because of being male or female. Gender discrimination is often based upon negative gender stereotypes and involves any distinction, exclusion or preference based on sex that has the effect of negatively impacting equality of opportunity and treatment. Social exclusion, inability to participate in decision-making processes and limited access to services and resources are common forms of discrimination.

Gender Equality is achieved when men and women and boys and girls are equally valued, have the same chances to use their God-given gifts and enjoy their full human rights. It is realized when men and women both contribute to the development of their communities and societies and when they benefit equally from development.

Gender Equality Results are results that contribute to reducing inequality between men and women, girls and boys or that contribute to the empowerment of women and girls.

Gender Equity is the process of treating both men and women fairly. As a strategy to reach gender equality, gender equity means that men and women may need to be treated differently so that they can enjoy the same benefits.

The **Gender Gap** is a measurement of inequality that shows the unequal distribution of opportunities, resources or outcomes between men and women, boys and girls. Gender gaps are usually revealed through the analysis of gender-disaggregated statistics that illustrate the extent of inequalities.

Gender Mainstreaming is about considering both women's and men's concerns and experiences when designing programs or developing policies and evaluating all programs, plans and policies to see how they affect men and women differently, so that men and women can benefit equally, and inequality is not perpetuated.

Masculinities and femininities refer to the possession of qualities traditionally associated with being a man or being a woman. The terms are in plural form because physical and personality traits considered 'masculine' and 'feminine' are different in different settings, and so there are as many definitions for masculinity and femininity as there are for culture. When we talk about 'positive' masculinities or femininities, we refer to men and women taking on qualities that exhibit their full and equal humanness as imagers of God, allow them to live in right relationship with each other and encourage the full use of their gifts in the fulfilment of their callings.

Sex is the biological difference between men and women. It refers to the differences between men and women's bodies.