



## Gender Policy

### Why a Gender Policy?

The conclusions of the UN Summit on the achievement of the Millennium Development Goals (MDGs) in September 2010 confirmed that gender equality and the empowerment of women are at the heart of the MDGs and are pre-conditions for overcoming poverty, hunger, and disease. Poverty, excessive workloads, weak political and legal representation, limiting social and cultural traditions, poor health and the disproportionate impact of health crises stemming from too frequent and often unwanted pregnancies and more recently threats like HIV-AIDS, illiteracy, inadequate education and training opportunities are among the key constraints that prohibit women and girls from realizing their full potential and meaningfully contributing to development in their communities. The above realities reflect the inequalities between women and men in access and control over resources as well as decision-making opportunities. More specifically:

Gender differences between women and men are cultural constructed and often result in discrimination mostly affecting women through class, race, ethnicity, disabilities and sexual orientations.

Women are disproportionately represented among the poor, the most marginalized and oppressed in the world.

Gender differences may require differential strategies and resource allocations.

Given equal opportunities, women and men together and separately can be active agents of change in the community and in their families, adding greater social force to transform their countries and communities for the better.

While principles of gender equality represent only one set of concerns promoted by IIRR, the need for continuous monitoring in this area is clear. It has been almost 10 years since we undertook a focused gender audit and reviewed our gender strategy. There are currently no clear policy instruments that guide the actions of the organization. Moreover, the IIRR strategy 2011-2015 mandates us to put in place policies, systems and procedures that include gender equality guidelines. These guidelines enable IIRR management to develop detailed gender strategies and actions.

**Objectives of Gender Policy** IIRR's gender policy aims to translate the IIRR vision of equity and justice into action and to serve as a standard that will hold its leadership and staff accountable to appropriate gender outcomes. Further, the policy seeks to strengthen gender sensitivity and guide the organization toward an enabling environment within IIRR for men and women, boys and girls as well as among our various partner organizations, and the communities in which we work. Finally, the policy will be used by IIRR and partners to monitor and evaluate progress towards achievement of these intentions. The following are specific objectives.

1. To provide a framework and serve as reference document that will guide and hold senior managers and staff accountable to the gender equality commitment of the organization
2. To ensure the integration of gender equality and equity dimensions in all programs and projects and to accord equal benefits to men and women, boys and girls.
3. To illustrate good gender practice models for partners and other who utilize our services
4. To create a healthy and collegial working environment for men and women at IIRR work places which demonstrate the value of mutual respect and teamwork.

## **Our Commitment to Gender Equality**

IIRR policies and strategies are built around equality and fairness. These principles commit us to treat all human beings (women, girls, men, boys and other disadvantaged groups or individuals) equally, enabling them to realize their full rights and potentials.

Through this policy, IIRR commits to:

1. Promote gender equality as a universally accepted human right and adhere to various international instruments and UN charters which include are but not limited to: Universal Declaration of Human Rights, Beijing Platform of Action, Convention on Elimination of Discrimination Against Women (CEDAW) and Declaration on the Elimination of Violence Against Women (DEVAW).
2. Address structural (cultural or traditional) injustices that create barriers to the realization of women's and girls' rights and equality, which include gender based violence and other forms of exploitation
3. Ensure equal representation and contribution of men and women in all IIRR management structures (leadership teams, staff, and trustees), policy and decision processes.
4. Foster the integration of gender equality and equity in all programs and projects and ensure equal benefits to men/women and boys/girls. .
5. Develop strategies that empower women and girls as key partners in ending poverty, promoting peace and justice
6. Create programs that will actively engage the whole community, including men and boys, as allies in promoting gender equality.
7. Work with our partners (community members, donors, governments, civil society organization) to promote and support gender equality
8. Hold ourselves (trustees, management and staff) accountable to gender equality standards
9. Formulate and implement organizational policies, practices and systems that treat men and women, boys and girls as equals
10. Ascertain that all IIRR programs from inception, design, implementation, monitoring and evaluation use standard gender analysis frameworks and gender sensitive tools such as gender disaggregated data to achieve equal program benefit in access, control and decision making
11. Mainstream gender in all its programs and organizational structures
12. Strive continuously to become a dynamic and learning organization that places gender equality and women's empowerment at the heart of our work.

Through the above principles, IIRR's explicitly commits itself and its resources to support gender equality as an important pillar of its vision and comply with various international instruments.

### **Policy Implementation**

IIRR will implement, monitor and evaluate this policy on a periodic base. Each IIRR region and country is expected to develop context specific and realistic implementation plans that reflect the spirit and the letter of this policy. Each regional and country leader will adhere to and report on the following.

### **Communications**

1. Challenge language that normalizes discrimination and stereotypes.
2. Promote women and men as active agents for change and avoid using negative stereotyped images that discriminate against either men or women or boys and girls
3. Reflect a balanced views of men and women, boys and girls in our publications and other printed materials
4. Refrain from using images (photos, drawings, pictures) that lower the dignity of women or men

### **Organizational Policy and practice**

1. We will ensure coherence between and among all our human resources policies – disability, diversity, gender, equal opportunities, health and safety, and grievance.
2. Our human resources policies will adhere to gender equality norms, with our leadership ensuring and reporting on equitable representation and balanced diversity in all functions of the organization board, staff and management
3. Each country and regional team will ensure that appropriate gender competencies are built into job descriptions across program units
4. The president and senior staff will demonstrate and report on gender commitment through recruitment, selection, and promotion processes at the trustees, senior management and staff levels.
5. Ensure that men and women staff has equal access to organizational resources for development and personal growth.
  6. Human Resource manuals and other policies will spell out the gender equality commitment and will be part of staff orientation and performance appraisal.

### **At Workplace**

1. Set up work places that are safe for women employees, that is free from sexual harassment, and put in place mechanisms to address any form of harassment and violence.
2. Wherever possible, establish flexible working hours and allow working from home for parents caring for babies
3. Provide security for men and women at the work place -- in the office or the field.
4. Ensure all new staff undergo orientation on the gender policy and expected behavior at the work place.
5. Have a gender focal person in each country and regional office as applicable

### **Program**

1. Collect gender disaggregated data for all programs and project and use the information for planning, design, implementation, monitoring and reporting on equal benefits analysis by men and women including decision making

2. Ensure equal representation of men and women in all IIRR and partner programs and more importantly in the decision making, access to and control of resources
3. Include gender equality standards to assess partners for selecting programs and projects partnership
4. Build capacity of program and partners staff to address issues of gender diversity and inequality
5. Mainstream gender in all aspects of programs/projects planning, design, implementation, monitoring and evaluation
6. Establish that all IIRR trainings (internal and external) are gender-sensitive in content, materials and illustrations used

### **Monitoring, Reporting and Accountability**

We will ensure that all staff understand the gender policy and have appropriate tools to implement it in their sphere of work. This will be an integral part of staff orientation. The Human Resources manual will detail procedures for staff who may have complaints or concerns possibly arising from lack of compliance with gender equality standards. More specifically;

1. All staff will be responsible for reflecting IIRR's values on gender equality in their attitudes and actions.
2. Gender sensitivity and contribution to this policy by all staff will be an integral part of annual staff performance appraisal. The staff appraisal tools will include that gender sensitivity and contributions are included.
3. All projects, programs, country and regional reports will include gender disaggregated data and information as standard monitoring and reporting procedures.
4. IIRR will proactively extend support to its partners in developing their own gender policies, strategies, and programs
5. Implementation of the gender policy will be monitored annually alongside the five year strategy of IIRR.
6. The President and senior managers will be responsible for ensuring implementation of the policy across the organization.
7. The policy will be reviewed every five years to ensure that it is relevant to and reflects IIRR's efforts and actions.

*DATE APPROVED 2012*