

Children in Crossfire Gender Equality Policy

RATIONALE

Children in Crossfire's vision is a compassionate world where every child can reach his or her potential. We recognise that in our societies and organisational cultures, biased stereotypes and social norms often prevent women, men and children from exercising their free choice and from taking full and equal advantage of opportunities for individual development, contribution and reward. Operating in developing countries presents many challenges, not least for women and girls.

Global research demonstrates clearly that gender disparities and biases undermine the effectiveness of development programmes, especially those aiming to work with children. This in turn impacts Children in Crossfire's capacity to create lasting change for the children and communities we work with in Tanzania and Ethiopia.

Children in Crossfire recognises that gender equity is a critical component of the organisation's commitment to diversity. This Gender Policy seeks to clarify the organisation's expectations and guidelines to assist staff in their efforts to advance gender equity. The policy is marked by two fundamental principles:

- That all people, by virtue of their shared humanity, carry inherently equal dignity and rights. Therefore, Children in Crossfire should always affirm and uphold the equal rights, opportunities and status of men, women and children.
- That each person has a unique identity and combination of aspirations and abilities. Therefore, Children in Crossfire must strive to understand how the particular conditions of each individual or social group shapes its ability to achieve equal fulfilment, and create tailored opportunities for each to thrive.

Realising our vision and upholding our mission and core values will require staff to apply standards to our organisational behaviour that support and reaffirm the fulfilment of equal dignity and rights of all human beings.

POLICY STATEMENT

In order to fulfil our mission and vision, Children in Crossfire is dedicated to advancing *Gender Equity* within our organisation and in our programme of work.

Children in Crossfire will improve the ability of men, women and children to work creatively and effectively within the organisation and in communities in programme countries by increasing awareness of gender inequities and, by working with men, women and children to change the conditions that create and maintain them.

We will advance gender equity within the institution through our management of human resources and the organisational culture, and within the communities we serve through our programming and our advocacy.

Ultimately, by harnessing the full potential of all men, women and children, this commitment will improve our organisational effectiveness and the quality and impact of our programme.

GOALS

A: Programme Planning and Monitoring and Evaluation

To enhance programme quality and to affirm our commitment to uphold the dignity and rights of all, Children in Crossfire's goal will be to promote gender equity through programming systems and structures where:

1. Children in Crossfire implements a gender equality strategy across its programmes of work. By applying gender analysis and implementing gender responsive interventions that address needs of women and men, girls and boys, we commit to engaging and informing all participants about gender equality, and providing support for them to make changes to improve gender relations and opportunities in their lives.
2. Through the gender analysis, we ensure the systematic analyses of gender relations as a critical element of understanding how young children are cared for from within the family, through other duty bearers. This ensures that programmes are designed to maximize impact on gender equity.
3. Children in Crossfire targets programme activities towards appropriate participants, balancing consideration of gender roles and responsibilities with a commitment to also advancing long-term strategic gender interests.
4. Children in Crossfire monitors and evaluates all programme activities that measure the relative impact on women and men, boys and girls and on the relations between them.
5. Children in Crossfire ensures that results-based management systems and processes facilitate the extraction of gender-disaggregated results data and their use to inform strategic planning and decision-making.

B. Organisational Culture

Children in Crossfire will seek to create and maintain a gender sensitive work environment where:

1. Based upon available talent, an equitable gender balance exists at all levels of the organisation, and women and men are fully represented in senior management positions and the decision-making process.
2. All employment decisions related to hires, transfers, compensation and promotion at Children in Crossfire will be uniformly considered based upon qualifications, including skills, abilities, knowledge, experience, and responsibilities.
3. Children in Crossfire's benefits policy is equitable and responsive to the need to balance work, family, civic life, and the different gender roles of staff (e.g. responsibilities of pregnancy, paternity leave, and family care).
4. Children in Crossfire fosters an environment where non-discriminatory working relationships and respect for diversity in work and management styles is encouraged.

IMPLEMENTATION

Children in Crossfire recognises that gender equity progresses at different rates and by different means in the different contexts within which the organisation is operational. While we must respect the flexibility of this process, Children in Crossfire will hold all its staff accountable for achieving measurable progress toward a situation where men and women, boys and girls, enjoy equal opportunities, rights and access to power and resources.

In some cases, this may require changes in the way we work, and how we design our intervention strategies. Children in Crossfire staff and partners must develop innovative approaches that provide responsible support to communities to explore gender dynamics and advance gender equity.

Three minimum standards to ensure implementation of this policy include:

- All Children in Crossfire Offices will commit to implement this policy and monitor progress.
- Children in Crossfire will invest human and financial resources at all levels to support implementation, monitoring and evaluation of plans to advance gender equity.
- Children in Crossfire will integrate activities (as illustrated in Appendix I) to advance both programming and institutional goals within strategic planning tools such as: Strategic plans, Results Based Management processes, annual operational plans, partner MOU's and staff annual appraisals.

APPENDIX I - DETAILED ACTIVITIES FOR IMPLEMENTATION

A. Implementation of Program Planning Goals

Children in Crossfire will incorporate gender equity into programming through the application of gender awareness and analysis to the project cycle including design, implementation, monitoring and evaluation through:

1. Incorporating gender questions and perspectives into project design documents, baseline surveys, guidelines and monitoring and evaluation tools.
2. Analysing the roles, responsibilities, cultural constraints, stereotypes and relationships between males and females in programmes.
3. Examining the structures beyond the community that affect men and women's access to and control of resources, power of decision-making, and how these structures might be influenced by the programme.
4. Developing the gender analysis tools and skills to support project participants not only in meeting immediate practical needs, but also in exploring and advancing strategic interests that may challenge socially defined roles which limit development potential.
5. Ensuring that technology, training and information are appropriate and accessible to both women and men.
6. Increasing the level of staff awareness through training on gender issues, gender sensitivity and analysis.
7. Building gender awareness as a criteria into any partnership strategy and supporting partners in developing and applying gender equity in their programming and management.
8. Continuing to expand Children in Crossfire's knowledge of and commitment to gender issues, through research, documentation and sharing of lessons learned.

B. Implementation of Organisational Goals

The Children in Crossfire CEO and Senior Management Team at Head Office will be responsible for implementing activities that foster a work environment that supports and rewards the full contribution and productivity of both men and women.

Activities will include, but not be limited to:

1. Conducting gender analysis to identify and address barriers to equal representation in staffing patterns. Once data are analysed, specific goals will be set for addressing staffing imbalances and modifying personnel and benefits policies if necessary.
2. Ensuring that career development opportunities are afforded to both men and women. This may include such activities as a formal mentoring and coaching system.
3. Ensuring that sufficient effort is made where appropriate that candidates of both sexes are given equal consideration for available positions.
4. Developing and/or reviewing existing policies, procedures, and systems to ensure that they support a gender-sensitive and family-friendly work environment.
5. Developing core competencies that address core values and gender awareness and equity. These competencies should be integrated within performance management systems and into any management development model.
6. Building staff skills and institutional capability through training in gender sensitivity and gender analysis

APPENDIX II - DEFINITIONS

GENDER is a term that describes certain attitudes, roles and responsibilities assigned through a social process to males and females, and can often result in different opportunities and behaviour for both men and women.

Gender is:

- determined by society
- varies within and between societies
- influenced by cultural, economic, political and environmental factors
- dynamic, not static

GENDER EQUITY is defined as the condition of justice in relations among women and men, leading to a condition in which women and men enjoy equal rights, opportunities and status.

GENDER ANALYSIS is the study of how gender identities shape individual choices and opportunities in relation to material resources, social, political, and economic activity within a given community or group. Gender analysis is a process that also includes determining what strategies, institutional changes and related resources are required or available for resolving a given problem and decreasing the disadvantage.

GENDER AND DEVELOPMENT (GAD) is a term applied to the consideration of gender in the social structure and economic conditions of societies. GAD does not focus exclusively on women, but on the socio-economic-political relationships between males and females.

A GAD approach is concerned with creating equal opportunities for both sexes. It also targets members of society who are disadvantaged and empowers them to take their development into their own hands.

GENDER SENSITIZATION - is the process whereby individuals improve their ability to consider the impact of plans, policies, behaviour and attitudes on both females and males, and to be sympathetic to each group's social and physical needs.

PRACTICAL AND STRATEGIC NEEDS - Men and women currently have "assigned" gender roles and identities, and may require support in fulfilling those roles. These are practical gender needs, and may include mechanization of farming for male landowners, or home water taps for female homemakers. If men or (more often) women carry inequitable gender roles, they may require support in transforming those roles. These are strategic gender needs, and may include literacy for women, or couple counselling on family planning.