Promoting Gender Equality

CAFOD’s policy and strategy: Just One World
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Foreword

Not long after I joined CAFOD I attended a supporters’ evening with an Ethiopian religious sister. On the way home I said how much I was looking forward to seeing CAFOD’s work on the ground. She laughed and said: ‘make sure you see things as they really are: in Ethiopia women are the farmers, the shepherds, and the shopkeepers. They are also the carers of the elderly, the children and the sick. They are the cooks and cleaners. Yet very few will own the land, or go to school or be politicians. Let women speak and you’ll be amazed how fast things can change!’

Travelling over the years, I have met, and continue to meet, many inspirational, strong women doing outstanding things. Yet the underlying patterns of poverty and disadvantage demonstrate continued discrimination against women: women produce two-thirds of the world’s food yet are more likely to suffer hunger than men; women will earn lower wages than men and will make up less than one in five of parliamentarians. Women are subject to growing levels of gender-based violence in conflict situations and are increasingly vulnerable to HIV.

When we developed CAFOD’s Strategic Framework, Just One World, we wanted to set an ambitious direction for our programmes of work: addressing the challenges we will have to respond to if we are to bring about real and positive change in the lives of some of the poorest and most disadvantaged people in the global south.

With such an ambition, one of our four priority challenges had to be gender inequality given its social, economic and political impact. Under our first aim, to increase the power and influence of the poorest people, we recognised that special attention would have to be paid to the empowerment of women and girls so they could make positive changes in structures, policies and practices affect their lives. Under our third aim, addressing emergencies, peace and security, we’ve prioritised protecting the most vulnerable in our communities, particularly women and girls. Gender equality is closely tied to all our strategic priorities from working with the poorest and most disadvantaged to working with the Church as an agent of service and social change.

CAFOD’s work in promoting gender equality is informed by Catholic Social Thought which stresses the intrinsic dignity of every human person: all of us, women and men, are made in the image of God. Committing ourselves to gender equality will challenge us in many ways; in particular calling us to put our own house in order when it comes to employment practices and setting priorities.

I am personally committed to working for gender equality and see it as part of our vision of a world transformed to reflect the kingdom of God. A just world, free from extreme poverty, where women and men can flourish and share equally in shaping their societies.

Chris Bain - 17 May 2013
The Church has the duty to contribute to the recognition and liberation of women, following the example of Christ’s own esteem for them… Giving women opportunities to make their voices heard and to express their talents through initiatives which reinforce their worth, their self-esteem and their uniqueness would enable them to occupy a place in society equal to that of men… Bishops should encourage and promote the formation of women so that they may assume ‘their proper share of responsibility and participation in the community life of society and …of the Church. Women will thus contribute to the humanisation of society.”

Pope Benedict XVI

“Think of how much more we can do, when women are fully empowered as agents of change and progress in their societies.”

United Nations Women Executive Director Michelle Bachelet, 2011

1 Why gender is important for CAFOD

As an agency of the Bishops’ Conference of England and Wales, CAFOD seeks to give expression to the compassion and concern for solidarity and social justice which are integral elements of the Catholic faith. Our understanding of our role has roots in the scriptures and the tradition of the Church: for our policy and strategy on gender, the Church’s teaching on the fundamental dignity of every human being and on the preferential option for the poor are of particular significance. Catholic Social Teaching speaks of equality between women and men. The reality, however, sadly looks different:

- gender discrimination is the world’s most widespread form of social exclusion.
- 70 per cent of the world’s one billion poorest people are women and girls producing half the food but owning less than one per cent of the world’s property.  
- one in three women are beaten, coerced into sex or otherwise abused.  
- women account for just 20 per cent of all parliamentarians worldwide.

Addressing gender inequality involves transforming unequal power relations between men and women. Many attitudes and structures based on ideas of

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1 Post synodal apostolic exhortation Africae Munus of his holiness Pope Benedict XVI, to the Bishops, Clergy, Consecrated persons and the lay faithful on the Church in Africa in service to reconciliation, justice and peace, 2011, part 1, chapter 2.2 D)
2 UNICEF, Gender Equality – the big picture, 2007
4 Women in Parliaments: World and Regional Averages 2012 www.ipu.org/wmn-e/world.htm
gender roles lead to a denial of the basic human right of equality. Stereotypical gender roles can prevent human development and social justice. Working towards gender equality is therefore central to CAFOD’s mission. In this context promoting equal opportunities for women and men means:

- women and men have equal access and control over resources and decision-making processes
- they enjoy equality under the law
- they have autonomy to make life choices free of violence
- and the systems and structures perpetuating inequality, disempowerment and gender stereotyping are challenged.

2 Our goal

We aim to improve our capacity as an organisation to promote and contribute towards an equality of opportunity for women and men. We also aim for a reduction of existing gender disparities within our organisational structures, programmes and projects.

3 A definition of gender

Gender refers to the socially-constructed roles, behaviours, activities, and attributes that a given society considers appropriate for women and men. They vary among different societies and cultures, classes, ages and during different periods in history. They are not fixed and can be changed.

‘Gender’ is a term that evokes various debates and controversies: including, for instance, how far differences between men and women are biologically rooted and how far they are culturally shaped.

At a minimum, to use the word ‘gender’ rather than ‘sex’ is to indicate that male and female roles in a given society are shaped not only by biology but also by social practice. The basic implication is that the understanding of the role of women and the role of men will not be identical in every society, and that they are partly shaped by culture and context.

The term ‘gender’ has become commonplace in secular academic contexts, as well as in the vocabulary of various governmental and multilateral institutions (including for instance the United Nations, the World Bank, the World Health Organisation, which sometimes speak of ‘gender mainstreaming’ to stress the broad relevance of the concept). It remains less common in ordinary usage, and has been little used in official Catholic documents.

Gender equality:

Gender equality refers to the equal rights, responsibilities and opportunities of women and men. Equality does not mean that women and men will become the
same but that women’s 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. Usually women and girls are at a disadvantage. However, gender equality is not a ‘women’s issue’ but an issue that sometimes also requires a special focus on the needs of men and boys. Depending on the context males may be specifically disadvantaged or suffer different disadvantages to women and girls. It is therefore important to look at people’s needs from the perspective of both women and men.

**Gender and CAFOD:**

While the debates and definitions surrounding gender are important, they are not the heart of the matter for CAFOD. What is essential is that issues to do with equality and justice for women/girls and men/boys are understood to be part of the fabric of our mission. Such justice is not a supplement to be sought once the fundamental issues of poverty and economic development have been addressed, but rather must be an important dimension of our analysis and work at every level. We are attentive to the gender dimensions of our work because this is demanded of us by the principles of justice and solidarity, and our understanding of development, not because of a commitment to any specific ideology of gender.

As an agency of the Catholic Church of England and Wales, we do not have the mandate to impose upon partners around the world a particular template for understanding the role of women and men in their own societies. On the other hand, for CAFOD, the overarching principles of justice and the dignity of all persons are fundamental, and these may mean that we find ourselves required at times to question or challenge specific social arrangements.

### 4 Gender and development

In the general field of development studies, the need to focus attention on issues of gender has become increasingly clear in recent decades. There are three reasons for this. First, poverty itself is not ‘gender-blind.’ The situations of men and women in the poorest countries are often different, so that by most measures development outcomes are consistently worse for women than for men.

Secondly, interventions to promote development do not necessarily serve women and men equally. Projects which seem to have nothing to do with gender may benefit men more than women because of the way economies are structured— for example, because of greater visibility of men’s work in the easily measured economy. Further, since income brought into a family by men tends to be spent according to different patterns than income by women, such gender inequality in the impact of development projects has significant consequences for development more broadly.

Finally, there is strong evidence that some kinds of projects focusing on women and girls bring enhanced benefits for families and society as a whole. A 2012
World Bank report articulates a now widely accepted view that gender equality, as well as being intrinsically important, contributes to a range of ‘key development outcomes’ more broadly.\(^5\)

To be concerned with issues surrounding gender equality, then, is not peripheral or secondary to the work of such an agency as CAFOD, but is central. The promotion of gender equality needs to be a deliberate and explicit part of our work.

### 5 The teaching of the Church

A central theme in Church teaching is the fundamental dignity, the ‘transcendent worth,’ of every human being. Humanity is created in the image of God: therefore to be human is to be “a manifestation of God in the world, a sign of God’s presence, a trace of God’s glory” (Evangelium Vitae). In the words of Pope Benedict XVI, therefore, ‘When we deal with each other, we should do so with the sense of awe that arises in the presence of something holy and sacred’ (Caritas in Veritate).

Such statements apply to women and men equally. The Catechism of the Catholic Church leaves no room for doubt: “Man and woman have the same dignity and are of equal value”. It is beyond doubt that this is not merely a truth to be acknowledged but that it needs active promotion. As early as 1963 Pope John XXIII spoke with approval of women becoming increasingly aware of their natural dignity, and of their ‘demanding both in domestic and in public life the rights and duties which belong to them as human persons’ (Pacem in Terris). Gaudium et Spes insisted on the need for greater recognition of the equality of all, and for the eradication, as ‘contrary to God’s intent’, of every kind of discrimination, including that based on sex. More recently, Blessed Pope John Paul II spoke of the need to make speedy progress in achieving full respect for women and their identity, of the need to campaign effectively for the promotion of women, and to work in particular for the universal recognition of the dignity of women (‘Letter to Women’, 1995). These themes continue to be present in the teaching of Pope Francis.

Since in many places poverty falls disproportionately on the shoulders of women, the notion of the Church’s ‘preferential option for the poor’ is also significant. For the Church to make an option for the poor is for it to make the needs of the poor a particular focus of its love and attention; and equally to allow the perspective of the poor to shape the Church’s own thinking and practice.

Pope John Paul II, who often affirmed this preferential option was careful to insist that a ‘preferential option’ is not something exclusive, and this point is clearly significant for CAFOD. We will not ally itself with one gender alone, in opposition to the other: nevertheless, given the realities of world poverty, the situation and concerns of women and girls deserve special attention.

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6 CAFOD’s gender equality policy commitments

Both women and men with their differential interests, needs and attitudes should be able to benefit from and participate in the activities of CAFOD and our partners. Our aim is to help eliminate disparities based on gender discrimination. We aim to recognise the gifts and attributes women and men have to offer and to look for ways of promoting and acting on our understanding of gender awareness in human development. Our work on gender equality is informed by the broader organisational approach articulated in CAFOD’s corporate strategic framework, ‘Just One World’ and more specifically in the International Programme Priorities: ‘Increase our focus on support to, and equality for women and girls.’ In our gender equality policy CAFOD commits to:

- integrating gender-based analyses, goals, strategies and measures into our planning, policies, programmes, communications, management and systems
- ensuring that all CAFOD staff, volunteers and representatives (includes consultants and people speaking on behalf of CAFOD) are encouraged, equipped and supported in promoting gender equality and are clear on their responsibilities
- ensuring that all CAFOD staff, volunteers and representatives of CAFOD meet the organisational commitments to promote gender equality
- supporting projects and programmes that promote gender equality and women’s empowerment with the aim to reduce gender disparities.

Employment practice and internal organisational structures:
CAFOD is committed to equal opportunities in our employment and staff development practices. We strive to build gender awareness and equality in our management, organisation and committee structures, and everyday working practices. CAFOD is committed to an Equal Opportunities Policy which seeks to ensure that no applicant or employee receives less favourable treatment on the grounds of, among others, sex, gender reassignment, marital status or sexual orientation in line with UK law and our own principles.

International Division (ID) and internal information systems:
We will seek to promote gender equality in our international work, including our development, humanitarian and advocacy programmes. Programme staff will be expected to engage in active dialogue with partners on promoting gender equality in their projects and monitor progress.

External perception and representation:
The importance of gender equality will be a consistent message in CAFOD’s communications including educational, promotional and fundraising work. Awareness of the need to promote gender equality can be found in CAFOD’s brand guidelines and photographic policies. We will be sensitive to the importance of how women and men are presented, avoid reinforcing stereotypes, use inclusive language and ensure balanced representation.
7 Aims of the gender strategy

The gender strategy sets out how CAFOD intends to put into practice the values and beliefs we have and the commitments made in our gender and other related policies and codes. It aims to build on existing measures and good practice and to take a positive and proactive approach to promoting gender equality.

Example indicators:

- divisions, departments, sections and teams having incorporated gender into their annual/three year plans and priorities (with heads of departments/other influential/senior staff across CAFOD being prepared to take the lead and be accountable for implementing the gender strategy within their respective teams)
- programme staff addressing gender in new Regional/Country Strategy Papers (R/CSPs), Project Summary and Grant Approvals (PSGAs), programme frameworks (by applying a gender analysis, defining specific gender objectives and providing sex disaggregated data)
- percentage of programmes/projects that address strategic gender needs as well as practical gender needs
- percentage of CAFOD resources, such as policies, toolkits, guidelines, position papers etc incorporating issues around gender equality
- percentage of partnerships which apply a contextual gender analysis into their proposals and have integrated equal opportunities for women and men into their objectives
- CAFOD is perceived as gender-sensitive by our staff, partners, action groups and individuals in the UK and abroad and by the public at large.

8 Primary objectives

CAFOD will adopt a coherent, consistent corporate approach to implementation across all areas of the organisation and will, over the next ten years, take forward a number of initiatives in the following areas:

8.1 Employment practice and internal organisational structures
8.2 International Division and internal information systems
8.3 External perception and representation
8.1 Employment practice and internal organisational structures

CAFOD recognises that promoting gender equality, both professionally and personally, can be a demanding and challenging undertaking. We are therefore committed to supporting staff and partners to increase their capacity in this regard.

8.1.1 Work in this area will aim to:

• adopt a gender policy and strategy that is tied in with the new strategic framework
• have gender integrated into staff recruitment, management and performance management systems
• deliver effective awareness raising and capacity building on gender equality
• develop understanding and expertise of staff, volunteers and representatives on gender equality so that they can be taken forward as part of relevant responsibilities
• promote a gender balance within divisions, departments, sections, job grades, boards and advisory committees
• develop an active Gender Network

8.1.2 Specific activities include:

a Have gender equality firmly embedded in CAFOD’s corporate strategic framework.

b Encourage earmarking gender in budgets throughout CAFOD. For example, an allocation of a certain percentage of funds for training or work on gender could be made at divisional level: regional or country budgets for a three year rolling period. At a more corporate level it is important to stress that CAFOD’s commitment to gender requires adequate dedicated resources to gender both at human and financial level across the organisation.

c Gender adequately addressed in Human Resources processes, such as recruitment procedures including interviews; the competency framework; relevant job descriptions; staff corporate induction and ID specific training. This approach is in line with CAFOD’s commitment to ensuring fairness in the treatment of all candidates and staff.

- Gender corporate induction: to be made mandatory

Example indicators:

• By year X all staff undertaken gender induction.

All staff will have access to a diversity toolkit and diversity awareness training, which will include specific resources on gender. These will be included in the Induction and Probation programme.
Gender competency framework - including:

Understanding of the relevance of gender issues for development and humanitarian aid, the relationship between gender inequality and poverty, and the major gender issues which are most relevant for their particular area of work.

Ability to identify gender power imbalances at all levels and in different kinds of institutions.

Familiarity with gender analysis and commonly used tools.

Understanding the difference between practical and strategic gender needs.

Gender equality in recruitment and promotion procedures:

A basic question on a person’s understanding of ‘gender equality’ should be included in recruitment interviews.

Gender equality in job descriptions:

It is suggested CAFOD include work on gender equality in ID staff job descriptions.

Example indicators:

- the requirement for gender competence in staff has been added to job descriptions and terms of reference and contracts for consultants
- gender awareness is raised in job interviews and included in selection criteria.

Regular review of key documents:

- CAFOD’s dignity, diversity and equality policy (to ensure there is a clear description of the type of actions and behaviours that will not be tolerated and what positive steps should be taken to ensure equality);
- Prevention of bullying policy (to ensure that it provides awareness of unacceptable behaviour of either a sexual nature or on the basis of sex);
- Flexible working application process (which allows consideration of part time hours, compressed hours, staggered start times, job-sharing);
- Maternity, paternity and parental leave: Access to child care vouchers (in the UK). Furthermore, gender equality will be fully considered in relation to staff accessing development opportunities in line with the learning and development policies and in reward structures. This will be fair and equitable and staff will not be unfairly excluded from receiving appropriate pay and benefits. We recognises that sometimes, certain groups can be disadvantaged as a result of direct or indirect discrimination either on the basis of one or a combination of characteristics (for example women from a particular ethnic background). We will take positive action to support such groups in case such discrimination occurs.
e Gender balance in the workplace:
CAFOD will monitor the gender balance within divisions/departments, sections and job grades. Where a serious imbalance exists CAFOD will ensure that, in future, recruitment advertising applicants from the underrepresented sex are invited. In drawing up job specifications, we will avoid any language which might indicate ‘gender’ stereotyping.

f Gender in staff management:
In order to work towards increased gender equality, ‘gender’ needs to be integrated into staff management, performance management systems and work plans. It is suggested ID managers discuss plans and progress on gender with the staff they manage in one to one meetings, appraisals, programme/project approvals using the tool: ‘Suggestions for managers on gender’.

8.2 International division and internal information systems

CAFOD aims to bring about equality of opportunity for women and men in our programmes and projects and eliminate any existing gender disparities.

We encourage partners to express a commitment to gender equality and women’s empowerment. This is done through undertaking gender analysis within their respective contexts and providing equal opportunities for women and men in their objectives.

We recognise the need to be both proactive and sensitive in dialogue with partners about gender policies and their implementation and to accompany and support partners in the progressive development and implementation of appropriate policies and procedures.

We also recognise that we can learn from the good practice of partners who are implementing gender policies in their work. We will therefore engage with partners on the promotion of gender equality and women’s empowerment to ensure mutual learning and development of good practice.

8.2.1 Work in this area will therefore aim to:
- review Programme Cycle Management (PCM) guidelines and programme/project approval procedures for programme staff
- integrate gender equality considerations into regional and country strategies and programmes and projects as recommended by the 2008 Gender Review
- introduce partners to CAFOD’s gender policy and strategy and the support available to them in developing similar initiatives if requested
- actively engaging with partners on promoting gender equality and women’s empowerment by ensuring a sense of common purpose and shared values
- ensure mutual learning, exchange and sharing of experience in order that CAFOD can both support capacity building of partners and learn from them and their experience.
8.2.2 Specific activities will include:

At programme/projects level:

a Gender in PCM: sex-disaggregated data, gender analysis, introduction of the practical and strategic needs analytical framework

Programmes/projects that do not take into consideration that the needs, priorities and interests of women and men may differ run the risk of being ineffective, exclusive, unsustainable and harmful. The PCM information system is addressing this risk by requiring all programmes/projects to provide sex disaggregated data. Use of providing sex disaggregated data should be followed through the various PCM documents, such as PSGAs, Monitoring Summary and Grant Approvals (MSGAs), Partner Organisational Profiles (POPs), Programme Concept notes and frameworks and so on, particularly when programme/project activities are explained in more detail in the matrixes and logframes. Gender equality may be referred to specifically or partly in project/programme goals. Where partners face challenges on promoting gender equality and follow up or further monitoring is required this should be captured in ‘outstanding issues’. PCM guidelines will include relevant prompts on how to include gender in PCM documents. There will also be a question referring to partners’ capacity building needs on gender equality.

Programme staff will need to be encouraged to provide gender analytical information (examining women and men’s needs, experiences, priorities) and objectives in PCM documents. This information is needed to be able to identify gender differences and disparities. It is possible to plan in such a way that projects and programmes meet both women’s and men’s needs and to monitor how these impact differently on them.

Changes in PCM are also being made to how gender mainstreaming will be monitored by introducing the practical and strategic gender needs analytical framework. It will be included in gender training modules, using examples of existing partner activities. Gender mainstreaming will be monitored in terms of how CAFOD is addressing differentiated gender needs. It will also be monitored for the rate and quantity of programmes which are engaging progressively on strategic gender needs. It will monitor how interventions go beyond the provision of basic services and challenge existing power relations and gender imbalances.

Example indicators:
- percentage of PCM documents using gender analysis and sex disaggregated data
- percentage of programmes/projects addressing strategic gender needs as well as practical gender needs.
b Gender equality in CSPs/RSPs:

Programme staff should be encouraged to work with sex disaggregated data, gender analysis and objectives in CSPs and RSPs in a similar way as suggested in above point on PCM documents. A good opportunity to have sex disaggregated data, analysis and objectives incorporated into these documents is when a new CSP/RSP or a CSP/RSP review is due.

When writing new or reviewing existing CSPs/RSPs a further good opportunity arises for those that have a country-specific donor funding strategy in their annexes to include funding opportunities on gender specific work. For example, United Nations Women calls for proposals on women’s economic and political empowerment; European Commission’s promotion of gender equality in governance, employment, education, health and domestic violence; Department for International Development’s (DFID’s) focus on direct assets, prevention of violence and education; Comic Relief’s specific funding line on access to education and adult literacy programmes, property rights and protection; and the funding line of the Foreign and Commonwealth Office on preventing sexual violence in conflict.

At partner level:

c Generate a database of gender-aware partners in order to assess partners’ current practice and level of understanding of gender sensitivity.

It is suggested to start with a smaller sample asking Gender Network members to initiate the database process with selected partners. In the meantime, CAFOD should ensure key gender questions are embedded in POPs and its respective guidelines.

Opportunity: One of the outcomes of the gender database is to gain an overview and deeper understanding of CAFOD’s existing gender competent partners. These can potentially be approached as resource partners i.e. training/exposure for other partners on gender. These partners offer a good opportunity to develop case studies on their successful approaches of promoting gender equality and, most likely, also on the difficulties and challenges faced in this process and how these were overcome.

d Negotiating gender equality with partners:

Introduce CAFOD’s gender policy and strategy to partners and explain what is expected from them in this respect. Partner negotiations would vary according to respective geographical contexts, but partners could be encouraged to use sex disaggregated data and gender analysis in their reports, arrange for staff gender training and develop a gender policy. One could work towards developing agreements (informal or formal) during partner assessments on what CAFOD and partners expect from each other. During such discussions a shared understanding of gender equality could be developed in terms of shared
values and principles (i.e. ensure no harm is done to women/girls and men/boys; that people are not excluded from project benefits and decision making due to their sex). During partner assessments staff could also be encouraged to identify partners’ capacity building needs on gender, which can be fed into POPs and followed up accordingly.

**Example indicators:**
- percentage of partner reports using gender analysis and sex disaggregated data
- percentage of projects that have led to reduction in gender disparities.

CAFOD’s partners work in different geographical and cultural contexts. A number of them have their own levels of expertise and experience on gender issues. Staff in discussions with partners on gender equality should therefore be encouraged to capture such context specific understanding and approaches to promoting gender equality into their trip reports and PCM documentation.

e  Gender audits

It is suggested CAFOD aims for a certain number of gender audits to take place in each region over a specific period of time. Besides partner audits, these should include audits of the CAFOD country offices. The purpose being to assess CAFOD and partners’ current programmes in terms of the effects these are having on gender equality including an analysis of possible institutional and cultural biases that are preventing gender equality objectives to be taken forward. Assessments can be made of how effectively programmes are addressing practical gender needs and contributing to strategic gender changes or how much they have led to an increase in equality of opportunities, influence and benefits. Recommendations should provide guidance for gender mainstreaming and increasing the equality focus of the programmes’ policies, plans and activities to be able to more effectively address practical and strategic gender needs and priorities.

**Example indicators:**
- percentage of gender audits completed in each region over X amount of years.

f  Feed into database on local resources/organisations/training/consultants and encourage staff and partners to establish links to other local international Non Governmental Organisations (NGOs)/national NGOs/women’s movements/organisations for exchange and support on promoting gender equality.
Gender included in CAFOD’s accountability framework (includes Humanitarian Accountability Partnership, complaint mechanisms)

8.3 External perception and representation

CAFOD will strive in all our communications (educational, promotional and fundraising) to promote gender equality. This involves being sensitive to how women and men are presented, to avoid reinforcing gender stereotyping, to use inclusive language and ensure balanced representation.

8.3.1 Work in this area will therefore aim to:
• develop documentation and communications material on gender equality
• establish CAFOD’s membership in key gender networks, both secular and faith based
• raise organisational profile on gender
• External Communications department’s and other relevant guidelines within CAFOD

8.3.2 Specific activities will include:

a Gender in documentation and communications material (films, case studies, information, education and communication material, stories of change).

It is suggested to encourage communication, advocacy and programme staff to apply a gender lens when collecting/developing communications material as well as developing a certain number of selected gender specific case studies/stories of change and films. Staff should be encouraged to collect material and information from partners on gender issues, particularly gender and faith, be it tools, best practice, approaches as well as gaps and difficulties and coping strategies.

Example indicators:
• number of major stories which showcase or refer to CAFOD’s work on gender equality
• review of briefing process to monitor how we use and collect stories which showcase gender equality work.

b Establish CAFOD’s membership in key gender networks, such as Gender and Development Network, DFID Gender Learning Group and WWSO (We will speak out) Coalition, and formalize contact to other gender coordinators e.g. through having quarterly meetings with gender coordinators from Trocaire, Christian Aid, Tearfund; Contribute to development of joint gender tools.
c Raise public profile on gender equality:

- through messages/appearances of senior managers and directors on gender equality with the aim of increasing the external perception of CAFOD as a gender sensitive organisation (e.g. on partner visits, gender issues are raised and both men and women from within communities are spoken to).
- through marking public ‘gender’ days, such as, International Woman’s Day, 16 Days of Activism against Gender Based Violence, with special events, documentation, posters and highlights on the website.

d Evaluate all written content (before it is published or goes live) in relation to CAFOD’s gender policy and strategy.

e Evaluate all images and film footage (before they are published or go live) in relation to CAFOD’s gender policy and strategy.

f Ensure all freelance and external designers, writers, consultants and direct marketing agencies produce work which is in line with CAFOD’s gender policy and strategy.

Example indicators:

- Number/Percentage of annual reports, publications and events containing gender analysis, taking into account the different needs and interests of women and men.
Annex: Glossary of gender related concepts and terms

**Sex:** Sex describes the biological differences between men and women, which are universal and determined at birth.

**Gender:** Gender refers to the roles and responsibilities of men and women that are created in our families, our societies and our cultures. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men. These roles and expectations are learned. They can change over time and they vary within and between cultures.

**Gender Equality:** Gender equality or equality between women and men refers to the equal enjoyment by women, girls, boys and men of rights, opportunities, resources and rewards. Equality does not mean that women and men are the same, but that their enjoyment of rights, opportunities and life chances are not governed or limited by whether they were born male or female.

**Gender Equity:** Gender equity is the process of being fair to men and women. To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. Equity is a means; equality is the goal.

**Gender Mainstreaming:** Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

**Sex-Disaggregated Data:** is data that is collected and presented separately on men and women.

**Gender Analysis:** is the collection and analysis of sex-disaggregated information. Men and women both perform different roles. This leads to women and men having different experience, knowledge, talents and needs. Gender analysis explores these differences so policies, programmes and projects can identify and meet the different needs of men and women. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men.

**Empowerment:** Empowerment is about people – both women and men – taking control over their lives: setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance. No one can empower another: only the individual can empower herself or himself to make choices or to speak out. However, institutions including international cooperation agencies can support processes that can nurture self-empowerment of individuals or groups.

**Practical Gender Needs:** Practical needs refer to what women (or men) perceive as immediate, material necessities, such as, water, shelter and food.

**Strategic Gender Needs/Interests:** These refer to interventions addressing issues related to women’s (or less often, men’s) subordination and gender inequities. Strategic gender interests are long-term, usually not material, and are often related to structural changes in society regarding women’s status and equity. They include legislation for equal rights, choice, and increased participation in decision-making.6

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6 UNESCO Baseline Definitions of key concepts and terms 2003
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