

# **GENDER EQUALITY**

**Policy, Good Practice Guidelines and Action Plan for ACORD  
2000 - 2003**

**ACORD, London  
1999**

**August,**





**ACORD is committed to GENDER EQUALITY. We will work towards this goal by:**

- **Promoting equal access to and control over power and resources between men and women.**
- **Promoting equal opportunities and opposing all forms of discrimination on the grounds of sex, race, colour, ethnic or national origin, class, religion, sexuality, age, disability, HIV status or marital status.**
- **Deepening our understanding of gender and gender relations.**
- **Enhancing organisational capacity to achieve these aims.**
- **Devoting adequate resources (including human, information and time resources) for their realisation.**
- **Living up to the standards and principles we advocate.**

## Key Terms

### *Sex and Gender*

While 'sex' refers to the biological state of being male or female, gender refers to the socially defined aspects of being male or female.

### *Gender roles*

Those activities that are considered by a given culture to be appropriate to a woman or a man. In most societies, men's roles are concentrated in the productive and/or community/political spheres, while women bear the major burden of reproductive roles, including household chores and childcare responsibilities.

### *Gender relations*

This refers not to men or women, but to the social relationships between them; like relations of class, ethnicity, nationality and religion, gender relations are socially constructed. They vary across time and culture and are not fixed or immutable.

Gender relations are essentially relations of power. In all societies known to us, men and women have unequal power and men, as a group, enjoy social and institutional power to command women's bodies, intellect, labour and fruits of their labour. Therefore, gender relations are not necessarily harmonious or co-operative and may, in many cases, be relations of conflict.

Sources: *Mainstreaming Gender and Development in the World Bank*, Moser, 1998  
*Institutionalising Gender in Actionaid*, Nandinee Bandyopadhyay, 1998

## The Gender and Development Approach

This is a comprehensive approach aimed at the social transformation of unequal relations between human beings, particularly between women and men.

- It concerns relations between women and men in all spheres of society: domestic, social, cultural, economic and political.
- It acknowledges that there are unequal relations of power between men and women, as well as within the categories of men and women.
- It recognises that the roles of women and men are not natural: they are established in accordance with societal and cultural choices. They can therefore be changed.
- It promotes women's empowerment, that is, their ability to participate in decision-making in all spheres of their lives as a means of achieving such changes.
- Its aim is to bring about equity and equality between women and men and to eliminate all obstacles to women's equitable participation and representation at all levels of society.

Source: *Gender and Development Policy, Development and Peace, Toronto, Canada.*

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## *Preamble*

ACORD's concern with gender justice dates back over a decade and was formalised with the adoption of a policy and action-based programme on Women in Development adopted in 1988.

In the last decade, the world has experienced profound political, economic, social and cultural changes, which have had both positive and negative effects on women. The organised struggles of women around the world have resulted in international recognition of their rights in the economic, social and political spheres. These rights have been enshrined in various UN treaties, conventions and declarations. Many governments have enacted legislation to promote equality between women and men and to promote the mainstreaming of gender perspectives in all spheres of society. In some countries, there have been significant changes in the relationships between women and men, usually linked to advances in education for women and an increased female participation in the paid labour force.

Despite these changes, on the whole relatively little has changed in terms of the day to day reality of most women's lives. Gender-based discrimination and women's powerlessness and relative poverty remain largely intact. Women still constitute the vast majority of the over 1 billion people estimated to be living in poverty<sup>1</sup>. Disparities between men and women, rich and poor, have been widening, rather than narrowing and women continue to be excluded from institutions of power and governance. Violence and the sexual exploitation of women are also on the increase.

Women in Africa are among the worst affected in global terms as the countries of sub-Saharan Africa have been hardest hit by conflict, increasing poverty, indebtedness and reliance on IMF loans linked with cuts in public expenditure on health, education and the like. Conflict has disrupted households and communities and forced the flight of refugees and the internally displaced in increasing numbers, creating new pressures on women, children and men and leading to an ever growing proportion of households headed by women. Women in Africa are also among the most vulnerable in relation to the fast growing sex industry and the spread of sexually transmitted diseases. The rate of increase in HIV infection among women and young girls in sub-Saharan Africa is the highest in the world.

Globally, the concern with women's status and rights reached a height with the commitments made by 189 countries at the recent Fourth World Conference on Women held in Beijing, in September 1995.

*“Equality between women and men is a matter of human rights and a condition for social justice and is also a necessary and fundamental prerequisite for equality, development and peace. A transformed partnership based on equality between women and men is a condition*

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<sup>1</sup> Platform for Action and Beijing Declaration, Fourth World Conference on Women, Beijing, China, 4-15 September 1995, p.23

*for people-centred sustainable development.*” (Mission Statement, para. 1)

The *Beijing Declaration and Platform for Action* upholds the *Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979)* and builds upon the *Nairobi Forward-Looking Strategies for the Advancement of Women*. It also builds on the perspectives and strategies developed at previous United Nations conferences (Rio, 1992; Vienna, 1993; Cairo, 1994; Copenhagen, 1995<sup>2</sup>)

At the same time, concern with men and their gender roles has also been growing, stimulated both by changes to family structures and increasing divorce rates and by the ongoing presence of armed conflict and violence across the world. It is increasingly being recognised that gender inequality and gender stereotyping has potential disadvantages for both sexes, and that addressing these effectively requires addressing the concerns of both women and men.

### ***The evolution of ACORD’s concern with gender equality***

Since 1988, ACORD’s commitment to the promotion of gender equality has become increasingly firmly rooted in the organisation’s thinking, discourse and practice. This commitment was most clearly enshrined in ACORD’s latest Strategic Plan (1997-2001) which places equal opportunities and the aim of addressing the imbalance between men and women at the heart of ACORD’s vision. The vision addresses poverty, in not only its material but also its non-material dimensions, including the denial of rights to social justice, legal rights and political power. The plan also broadens out ACORD’s understanding of ‘rights’ to include reproductive health and women’s control over their own bodies. This marks an important new departure from ACORD’s traditional focus on economic wellbeing within the productive sphere.

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<sup>2</sup> World Conference on Human Rights, Vienna, 1993; UN International Conference on Population and Development, Cairo, 1994; World Summit for Social Development, Copenhagen, 1995; and Fourth World Conference on Women, Beijing, 1995.

### ***Our Vision***

**“We are working towards a world in which all human beings have equal opportunities.”**

The imbalance between men and women in terms of living conditions and services, economic opportunities, legal rights and political power, is a world-wide problem. Correcting this problem is an important part of action aimed at reducing poverty. The men and women of Africa are particularly concerned by this issue. Increasing numbers of women are faced with the role of the head of the household. In situations of conflict, insecurity and violence, women and their children are especially vulnerable. The economic role of women needs to be supported, as does their possible role in peace-building and, more generally, their basic right to control the events affecting their lives. We must support the rights of women to sexual and reproductive health care and birth control.

### ***Our values***

- **“We are committed to equal rights for men and women.**
- **We are committed to equal opportunities.”**

*ACORD Strategic Plan 1997-2001, p.3-4*

The strategic plan also implicitly recognises that commitment to gender equality must be demonstrated in the management and practices of the organisation as a whole. The Plan includes a number of specific targets to be attained in the five-year period. These targets are addressed, both at ACORD’s work with people in the region, but also at the internal policies and practices of the organisation.

One of the targets includes the development of a new policy to promote gender equality within ACORD. The inadequacy of ACORD’s existing policy statement and the need for it to be updated, revised and expanded was one of the conclusions to emerge from the extensive, on-going organisational review of gender policy and practice within ACORD that was initiated in 1994/5. It is within this broad organisational framework that ACORD has developed the new gender policy outlined in the pages that follow.

### ***The need for a new gender policy***

Since the mid-90s, the need for a new and revised gender policy for ACORD has become increasingly apparent:

- There is evidence of significant advances in terms of programme design, implementation and to a lesser extent, impact. However, the gap between ACORD’s stated aims and the practice on the ground, in London and the field, remains considerable.
- The existing policy, besides being little known or understood, has a number of weaknesses: it dates back to 1990 and much has changed since then; it does not provide guidance on implementation; and it does not address the need for internal organisational change, nor the need for accountability mechanisms and structures.

In addition to the needs expressed by staff in the field, the Gender Committee, a sub-committee of the Board set up in 1998 to oversee policy in ACORD, has given its full backing to the development of a revised policy covering both the organisational and programming aspects of ACORD’s work.

### ***The aims of the gender policy***

The gender policy is not intended to provide a blueprint for practice throughout the organisation. That would be neither feasible, nor desirable. The key objectives of the gender policy are as follows:

- To develop a common language throughout ACORD based on a common understanding of the meanings of gender concepts, aims and objectives as they relate to policy and practice.
- To provide a clear vision of what ACORD as an organisation is aiming to achieve, setting this within the context of ACORD's own internal evolution, as well as within the evolution of gender debates in the international arena.
- To set out a strategy and lines of responsibility at different levels of the organisation for realising that vision within a reasonable timeframe and with reference to targets set under ACORD's current Strategic Plan (1997-2001)
- To provide some targets and indicators against which progress can be measured

Gender relations and the gender dynamics operating in any given place are dynamic and constantly evolving. This calls for a correspondingly flexible and dynamic approach to the goals of the policy and the means for attaining them. ACORD is already taking the lead in challenging the conceptual basis for current approaches to gender and development and will continue to do so.<sup>3</sup>

Accordingly, the proposed new policy framework seeks to balance, on the one hand, the need for strong and clear direction for the organisation and, on the other, the desire for flexibility in recognition of the wide variations in the cultural, social, economic and political contexts in which ACORD operates.<sup>4</sup> Thus, while the overall aims and objectives of the policy will be binding, the means of operationalising them are for the most part, in the form of guidelines.

Where targets have been set, this is intended to assist and guide the organisation in planning and monitoring its activities and performance to provide quantifiable indicators against which overall progress can be measured. Without such an incentive, there is a danger that the organisation will stand still and/or that there will be no way of knowing whether and how any progress has occurred. None the less, flexibility and sensitivity in the enforcement of targets and interpretation of programme performance with respect to these targets will be essential.

In addition, the targets and policies themselves will need to be reviewed on a periodic basis and amended as appropriate with the benefit of hindsight and in line with shifting priorities in response to changes within ACORD, as well as in the external environment.

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<sup>3</sup> See, for example, Deconstructing Gender: the Sacred Cows of GAD Orthodoxy, paper presented by Judy El-Bushra (ACORD) at the NGO conference 'NGOs in a Global Future', January, 1999

<sup>4</sup> The importance of ensuring sensitivity to the cultural context emerged as one of the strongest concerns expressed by programme staff in the field in response to the Gender Policy Consultation (1998)

### ***The scope of the gender policy***

Institutionalising gender requires *political will* and this involves shifts in ways of thinking, values and ideology.<sup>5</sup> Thus, the gender policy aims to deal with gender issues at various levels of organisational functioning:

- **Ideology**, i.e. rules, values and conceptual frameworks which inform the way the organisation functions
- **Practices**, i.e. the organisation's everyday behaviour and procedures; and
- **Agents**, i.e. the actors who put the concepts used by ACORD into practice, both directly and indirectly.

This multi-level approach echoes an extensive and expanding body of literature documenting the experiences of governmental and non-NGO experience of 'institutionalising' gender.<sup>6</sup> Two key lessons can be drawn from their experiences in many different contexts:

1. Organisations must practise what they preach. In other words, organisations must be prepared to show their own commitment to gender equality in deeds and practices, not just words and theory.
2. The starting point for achieving lasting change is to understand the "gendered" nature of all aspects of organisational functioning – i.e. "*practical, physical arrangements, management styles, organisational ideologies and the expression of power*". This understanding then forms the basis for appropriate organisational strategies actively promoting gender equality in all spheres.<sup>7</sup>

### ***Gender and equal opportunities in ACORD***

ACORD is committed to promoting equal opportunities and ensuring that there is no discrimination against any existing or prospective employee on the grounds of race, colour, ethnic or national origin, class, religion, sex, sexual orientation, age, disability, HIV status or marital status. ACORD's approach to gender involves understanding and addressing all forms of inequality and discrimination and not exclusively those based on sex. Recognising that differences and inequalities exist among women and among men, ACORD views gender analysis as a tool for understanding all forms of difference and inequality.

There is a clear overlap between ACORD's commitment to gender and its commitment to equal opportunities. Since the adoption of the WID programme in 1988, ACORD has recognised the importance of applying equal opportunities principles to its own recruitment and organisational practices. Both in the field and in London, staff have repeatedly expressed the need to address issues such as sexist attitudes in the staff, reconciling home and work responsibilities (especially for female staff), improving the sex balance of staff,

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<sup>5</sup> Institutionalising Gender in Actionaid, by Nandinee Bandyopadhyay, May 1998

<sup>6</sup> For example, Gender and Development, Volume 5 Number 1 February 1997 was dedicated to the issue of Gender and Organisational Culture; Development and Gender In Brief, May 1997 dealt with the subject of "*Approaches to Institutionalising Gender*" and a review of the experiences of UK NGOs compiled by Tina Wallace was published in Volume 8, no. 2 of *Development in Practice* (May 1998).

<sup>7</sup> A.Goetz, 1995, *IDS Bulletin* 26 (3):5

especially at the higher levels of the organisation.<sup>8</sup> In response, ACORD has taken a number of steps to improve its practices. Examples include a good practice guide to recruitment, the monitoring of recruitment from an equal opportunities perspective, a staff training and development plan, procedures for dealing with all forms of harassment experienced by staff. Although there is as yet no organisational policy on equal opportunities, this is being worked on in parallel with the development of the gender policy.

### ***The gender policy and the change process***

Since the initiation of the process leading to the development of a new gender policy, ACORD has embarked on a process of change that is likely to lead to a radical re-structuring. At the conclusion of this process, there will no doubt be a need to review the gender policy in the light of these changes. However, the basic goals and objectives of the policy have evolved gradually from an extensive process of consultation and research, involving the field, the Secretariat, the Board and Assembly. As such, the policy is rooted in ACORD's past experience and future vision and is likely to remain a valid statement of principles and objectives regardless of any changes in the composition and structure of the new ACORD that emerges from the change process.

The change process is likely to involve ACORD, at an organisational level, in developing new strategies for knowledge management (including research, information management, and their links with operational programming), social auditing and organisational development. Each of these has broad implications for practice and policy, and will be informed by a strong gender perspective. Some of the initiatives required to strengthen ACORD's gender capacity will be dealt with within the context of this overall evolution.

### ***How this policy was drafted***

This paper is an attempt to bring together the key findings and conclusions of research carried out both within and outside ACORD. In compiling the policy, a wide range of internal and external documents have been consulted:

*Internal* documents include reports produced as part of the WID policy development and review, the gender review, the policy consultation process, the minutes of Gender Committee meetings and various other reports and papers dealing with gender issues and concerns within ACORD.

*External* documents include the text of various international conventions, the policies and guidelines adopted by various official organisations (eg. World Bank, the OECD, DFID) and the policies and guidelines adopted by other NGOs (eg. NOVIB, Oxfam, Action Aid, International Co-operation for Development and others).

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<sup>8</sup> See, for example International Women's Day: Minutes of Staff meeting, London Secretariat, May, 1999

## **Chapter 1: The history of gender in ACORD: key developments and lessons learned**

### ***1.1 The establishment of a WID (Women in Development) policy***

In April 1988, after some years of discussion within the field and the Secretariat and in the wake of the First UN Decade for Women (1975-85) a WID Policy Statement was adopted by ACORD backed up by a 2-year Programme of Action. The main aim was to enhance the organisation's awareness of and responsiveness to the needs of women in the communities, as well as of women staff within ACORD. The programme of action included the establishment of information and exchange networks, training, documentation, the creation of new WID posts, establishment of WID funds and the development of WID-oriented programmes. Along with a clear focus on programme support for women, the WID policy placed a strong emphasis on equal opportunities in terms of recruitment and personnel policies and procedures.

A review undertaken in June 1989 found that in the space of one year, a considerable amount had been achieved. This included the establishment of national/regional women staff networks for information-sharing and exchange, the creation of a half-time WID position in the Secretariat, and a doubling of the proportion of programmes able to access and analyse baseline data on women and to involve women in programme planning and design. In addition, a review of staffing within the Secretariat noted that there had been a noticeable increase in the percentage of female employees in the period between 1987 and 1990. However, the same review also noted that the traditional imbalance at higher levels of responsibility was still in evidence with women being heavily represented at the lower echelons and men retaining the balance at the higher echelons<sup>9</sup> However, inability to attract external funding meant that key elements of the plan, including staff awareness training and the establishment of field-based WID posts, could not be realised. The review concluded that while WID aims and principles appeared to have gained wide acceptance, there was still a long way to go to ensure that these were reflected in organisational policies and practices.

### ***1.2 From WID to gender***

In 1990, following on from the WID review and in line with the shift in wider development thinking and approaches, ACORD formally shifted from a WID to a GAD (gender and development) approach with the adoption of the Gender Policy Statement.<sup>10</sup> This policy statement provides a definition of 'gender' and related principles and concepts. The adoption of the Gender Policy Statement was also accompanied by the upgrading of the part-time WID Co-ordinator to a full-time Gender Officer within the secretariat. The policy statement itself does not include any policy directives, nor any clear guidance on implementation. However, some degree of accountability was introduced through the programme annual report, which included a section on gender.

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<sup>9</sup> Recruitment and Gender Review, February 1990.

<sup>10</sup> For explanation of distinction between WID and GAD see Appendix 1

The shift from WID to GAD gave rise to some confusion at the programme level and, in response, a strategy was adopted aimed at providing basic gender awareness training to all ACORD programmes. The appointment of Regional Gender Officers as part of the process of organisational decentralisation underway at the time was also intended to promote acceptance and understanding of the new approach at the field level.<sup>11</sup> Other initiatives, such as support for women's and/or gender staff networks, the production of an ACORD-wide gender newsletter and the development of ACORD gender training modules were also aimed at furthering understanding and enhancing communication and networking within ACORD.

### ***1.3 The gender review***

In 1994, a review of the impact of the gender policy was initiated, based on a process of research carried out in several stages over a period of 3 years. A Gender Advisory Committee was established to guide the research and propose strategies for follow-up. As part of the overall gender review, a review of ACORD's experience of gender training was also carried out with a view to assessing the strengths and weaknesses of gender training as a strategy and making recommendations for future policy.<sup>12</sup>

The final research report identified both strengths and weaknesses in programme approaches and outcomes and included a series of recommendations for strengthening ACORD's work in this area. A secretariat workshop organised to discuss the report's findings concluded that the time was ripe for revising and strengthening ACORD's gender policy with a view to providing a clearer statement of the aims and objectives, along with tools and guidelines on implementation, as well as clear management and accountability structures and procedures.

As a first step, a consultation process was initiated in order to provide a field perspective on a wide range of issues, from the conceptual to the practical and management aspects of the gender policy. While there were differences of opinion in terms of priorities, the field response revealed a general consensus on the importance of gender issues. A number of programmes expressed the view that gender should be treated as a top priority since women still tend to lag behind men and, in many cases gender inequalities are widening, not narrowing. Others felt that poverty, rather than equality should be the main focus and that issues such as health and access to technology must not be neglected. The responses also highlighted wide variations in the interpretation of ACORD's policy, particularly the extent to which the policy should challenge existing norms and practices as opposed to a strategy based on avoiding tensions and conflict and promoting harmony and reconciliation of interests.

One issue on which there was general consensus, was on the need for more guidance and support for programmes, particularly in the areas of research, the formulation of strategies, the development of gender impact indicators and other aspects of monitoring and evaluation.

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<sup>11</sup> Regional Gender Officers were appointed in 3 out of 4 regions. However, these posts eventually disappeared following the abandonment of the decentralisation plan and the demise of the regional structures established as part of the plan.

<sup>12</sup> Gender Training in ACORD: Progress Report and Critical Assessment, Judy El-Bushra, October, 1996

The final component of the organisational gender review was a gender audit based on 1996 programme annual reports. The audit looked at a number of performance, as well as organisational indicators. Some of the findings were quite encouraging, others less so.

On the positive side, it was found that in over 50% of programmes, there are an equal or greater number of women beneficiaries with respect to the activities undertaken. Six out of ten programmes are engaged in some form of gender awareness raising at the community level; 30% of programmes have appointed a staff member with specific responsibility for gender in their title and 28% of programmes undertook or commissioned research aimed at enhancing their understanding of gender issues in the reporting year.

On the negative side, the range of programme activities is relatively limited with a major focus on support for production - only six out of a total of 40 programmes do any work in the area of family planning, for example. A sizeable minority of programmes (42%) fails to provide consistently sex-disaggregated data. In general, M&E is a weak area for most programmes and few have been able to develop gender impact indicators that adequately reflect programme priorities and community perspectives.

In conclusion, the various elements of the gender review revealed clearly, that while the principles of the existing gender policy are being translated into field practice in many ACORD programmes, there is still a lot of room for improvement, both in terms of programming and organisational practice. There is also a need for more comprehensive information about current practice, as a basis for developing effective strategies for addressing weaknesses and building on existing strengths. In the following chapters, an attempt is made to spell out in more detail the goals and objectives and the steps required for meeting them.

#### ***1.4 The Gender Committee***

Following the adoption of the strategic plan by the Board in 1997, and in accordance with its targets in relation to the responsibilities of governance structures, the Gender Advisory Committee was replaced by the Gender Committee, which was formally constituted as a sub-committee of the Board. The committee consists of both institutional and independent members. Its mandate is to review all ACORD policy documents, assess their conformity with the approach to gender spelled out in the strategic plan, and make recommendations to the Board through its chairperson, an ex officio Board member. The first two meetings of the new committee have been devoted to advising staff and reporting to the Board on the progress of the gender policy consultation.

## Chapter 2: Goals and principles

This chapter outlines ACORD's basic goals and principles relating to the gender dimensions of its work, in order to ensure a common understanding of the vision and overall intent of the policy. These have been developed gradually through a process of consultation and research, as described in the preceding chapter. These goals and principles constitute the core of the gender policy and are to be seen as an integral and non-negotiable part of ACORD's identity and values.

### 2.1 Goals

ACORD is committed to promoting gender equality and views this as a universal principle. This reflects the views of its members and staff and is in line with the fundamental principle enshrined in the Beijing Declaration and Platform for Action:<sup>13</sup>

*“Equality is a matter of human rights and a condition for social justice and is also a necessary and fundamental pre-requisite for equality, development and peace”* (Mission Statement, para.1)

ACORD will work towards the achievement of this overall goal as follows.

#### 2.1.1 Promoting equal access to and control over power and resources between women and men

The disproportionate poverty experienced by women world-wide is directly related to the absence of economic opportunities and autonomy for women, lack of access to economic resources, education and services and to their minimal participation in decision-making.

In order to tackle poverty and promote greater equality, ACORD will promote programme interventions aimed at enhancing equal access to opportunities and resources and increasing women's control over key assets and decision-making. In particular, interventions aimed at empowering women to challenge their subordinate status in the home, the community and society at large will be encouraged and supported. The critical importance of empowerment emerged strongly from the Beijing conference:

*“Women's empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace.”* (Beijing Declaration, para.13)

ACORD's programming priorities will fall broadly in line with the major areas of concern highlighted in the Beijing Platform for Action:

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<sup>13</sup> For a fuller understanding of the evolution of gender aims and objectives in the international arena, see Appendix 1.

- Feminisation of poverty
- Unequal access to resources
- Unequal access to education and training
- Unequal access to health care and related services
- Violence against women
- Effects of armed and other kinds of conflict
- Inequality in decision-making and power structures
- Lack of respect for and protection of women's human rights

This list is not intended to be exhaustive and ACORD will deal with other areas of concern in line with the overall goals of gender equality and non-discrimination.

In promoting gender equality, ACORD is not denying the obvious differences that exist between men and women. As noted in guidelines produced by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD):

*“Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. Gender equality does not mean that men and women become the same, but that their opportunities and life chances are equal. (DAC Guidelines for Gender Equality and Women's Empowerment, p.13)*

### **2.1.2 Promoting equal opportunities and opposing all forms of discrimination on the grounds of sex, race, colour, ethnic or national origin, class, religion, sexual orientation, age, disability, HIV status or marital status.**

ACORD recognises that equality between men and women cannot be achieved without addressing discrimination on any of the above grounds. Thus, ACORD's commitment to gender equality goes hand in hand with its commitment to equal opportunities in general.

In accordance with the vision and values outlined in the strategic plan, ACORD is committed to promoting equal opportunities in all spheres: in its own recruitment procedures for new employees, in the terms and conditions of employment for existing employees and through our staff training and development policy. In addition, we will promote organisational structures and management styles conducive to this aim.

### **2.1.3 Deepening our understanding of gender and gender relations**

ACORD recognises that gender as a concept is not static, nor have we attained a definitive level of understanding of what we mean by this concept and what we hope to achieve. Gender should be seen as an integral part of a wider search for deep understanding of human behaviour, including both physical and emotional needs, perceptions, motivations, relationships and structures. ACORD will support and promote efforts to deepen

understanding of the meaning and relevance of gender concepts at all levels of the organisation. This will require collaboration and networking across programmes and with other agencies, and indeed with cross-disciplinary academic specialists.

Gender analysis in ACORD, as in much of the development professional in general, has tended in the past to focus on women's economic and productive roles. An expanded understanding of gender differentiation will need:

- to move away from the previous concentration on women and instead embrace the gendered dimensions of men's as well as women's lives, and
- to match a concern with production and community with a concern with personal development, personal relations, and the emotional dimension (including issues of sexuality and sexual and reproductive health)

#### **2.1.4 Enhancing organisational capacity to achieve these aims**

ACORD will aim to maximise its own organisational capacity to achieve these aims by ensuring that adequate support, guidance and training are provided to staff.

In addition, organisational structures, working practices and management styles that reflect the principles of gender equality and equal opportunities will be promoted throughout ACORD. In particular, ACORD will promote management styles that work against stereotyping, give emphasis to teamwork and joint decision-making, promote transparency and good communications practices and provide opportunities for personal development.

#### **2.1.4 Devoting adequate resources for their realisation**

ACORD will aim to ensure that adequate material and human resources are made available at all levels of the organisation for translating these goals and principles in practice.

#### **2.1.6 Living up to the standards and principles we advocate**

ACORD recognises that the promotion of gender equality in the organisation's internal policies, structures, procedures, and in the values and standards it sets itself is an essential pre-requisite for the achievement of greater gender equality in the communities where we work. All staff will be responsible for reflecting ACORD's values in their behaviour and ACORD will strive to apply and adhere to the same basic principles and standards inside the organisation as those promoted outside it.

### **2.2 Principles for the implementation of gender equality goals**

In committing itself to the achievement of these basic goals, ACORD will be guided by the following principles:

#### **2.2.1 *Acknowledging variety in cultural contexts***

Programmes operate within different cultural, political and legal contexts and therefore start towards the goal of gender equality from different departure points. Each context will require

analysis, problem identification and the development of appropriate methodologies for reaching the goal. It is not expected that each context will necessarily generate identical problems or that the path towards the goal will proceed in the same way or at the same pace.

### ***2.2.1 Recognising diversity***

While many aspects of women's experiences unite them, their living conditions and social status vary widely across different cultures and different social, economic and political groupings. ACORD acknowledges the full diversity of women's and men's situations and conditions. It is important for ACORD to deepen its understanding of differences, as well as similarities, and to work in ways that promote unity within diversity.

### ***2.2.3 Equality and participation***

ACORD is committed to developing and applying participatory methodologies, as the basis of all its work with communities. ACORD is also committed to the principle of participation in relation to its own decision-making structures and management style, as a prerequisite to promoting gender equality within its own structures.

### ***2.2.4 Involving men in the process of change***

ACORD recognises that 'gender' and 'women' are not synonymous and that deepening our understanding of gender relations necessarily entails finding out about how societal conditioning, norms and traditions, impact on the behaviour of men, as well as women. Similarly, the achievement of gender equality implies a redefinition of the rights and responsibilities of women and men in all spheres, and its achievement requires women and men to work in partnership.

### ***2.2.5 Addressing conflict and resistance***

The goal of gender equality is a transformatory one, and, like all processes of change, is likely to threaten the entrenched interests of individuals and groups (both men and women). The conflictual nature of such change needs to be acknowledged frankly, and skills developed within the organisation to handle the resolution of conflict carefully without diluting the goal itself.

## Chapter 3: Implementing gender equality

This chapter spells out the specific responsibility of each part of the organisation for the achievement of gender equality. Guidelines for good practice are implementation targets are provided for each part of the organisation. The targets represent measurable indicators of progress as currently envisaged and practicable; they are subject to review and are expected to lead on to the design of further, and perhaps more comprehensive, targets at a later stage. It is expected that all the targets identified can be achieved within a 3-year period. However, some targets can be implemented almost immediately.

### 3.1 Implementing gender equality at the level of governance

The trustees of ACORD (the Board of Directors) hold final responsibility for the setting and implementing of policy and have a duty of supervision, to ensure that mechanisms are in place to further policy and that these mechanisms are actively in use.

At present, members of ACORD receive a briefing pack on joining the Consortium. It is expected that this briefing will be expanded in future as the nature and composition of membership changes. This expanded briefing will include an induction covering all policies and on their duties in relation to these policies.

The membership and Board of ACORD are expected to promote gender equality amongst themselves, for example by ensuring parity between men and women on the Board of Directors and its sub-committees and by adopting anti-discrimination measures in recruitment to the membership.

#### STRATEGIC PLAN TARGET

We will -

- *Encourage the Board and Assembly to appoint equal numbers of men and women as members*

Strategic Plan 1997-2001, p.19

#### GENDER POLICY TARGETS

**By the year 2003, all members of the Assembly will have been offered gender training as part of their induction into ACORD and a majority (over 50%) will have completed such training.**

**By the year 2003, at least 50% of Board members will be women.**

### 3.2 Implementing gender equality at programme level

#### 3.2.1 Programme plans and strategies

Programmes are the foundation of ACORD and reflect ACORD's values through their implementation. They are the main means through which ACORD's gender policy is given force.

Gender equality is a goal towards which all programme activities should be designed to contribute. Programmes will be required to be explicit about how each activity is expected to contribute towards gender equality.

Gender equality is an integral component of the three strategic goals identified under ACORD's current strategic plan, namely: to reduce poverty and vulnerability, to help people win their basic rights and to help people cope with conflict and build peace.

#### ***Good Practice Guidelines***

- All programmes should identify and seek to respond to the aspirations of specific disadvantaged categories within the general categories of women and of men. This means addressing issues of disadvantage on the basis of, for example, economic class, ethnicity and sexuality as an integral part of its approach to gender equality.
- Programme gender strategies will seek to address not only economic but also social, physical, reproductive and emotional needs.
- Strategies will include gender awareness-raising for men and women aimed at the promotion of dialogue, co-operation and more sharing of power, resources and responsibilities.
- The formation of strategic alliances and networks in pursuit of strategic aims and objectives will also be promoted.

### **3.2.2 Tools and methodologies**

#### ***Good Practice Guidelines***

- Programme methodologies will be drawn from a broad range. They will promote the participation of men and women in programme design, implementation and evaluation, and will be such as to actively create opportunities for debate and transformation among partner communities.
- Programmes will be encouraged to use the Longwe empowerment framework based on the 5 levels of equality: welfare, access, conscientisation, participation and control – as the basis for developing strategies and monitoring outcomes.<sup>14</sup>

### **3.2.3 Research, monitoring and evaluation (M&E) and reporting**

#### ***Good Practice Guidelines***

Programmes will build their internal capacity to describe and analyse in what ways they have succeeded and/or failed in their attempts to achieve the gender equality goals set in their gender policy and strategies. This will require:

- Carrying out a gender baseline survey at the programme identification stage to provide a

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<sup>14</sup> This framework was used as part of the Gender Review and will be adopted for the second Gender Audit (based on 1998 Annual Reports) for assessing programme performance in relation to gender goals and objectives. This framework is used for measuring and assessing progress towards equality and is better for this purpose than the practical needs/strategic interests framework highlighted as part of ACORD's original gender policy statement.

baseline against which to measure subsequent progress.

- Ensuring that all programme records are sex-disaggregated to allow both quantitative and qualitative analysis of programme activities and impact.
- Setting gender impact indicators related to the overall goals and specific objectives and putting in place systems for regular monitoring and review of these indicators.
- Ensuring that research is carried out into the specific gender-related problems encountered in programme areas and into the gendered impact of programme activities.
- Ensuring that programme reports provide a full record of programme activities and of other kinds of inputs, such as research, staff training and development, undertaken with a view to promote equality.

### 3.2.4 Programme management

#### *Good Practice Guidelines*

Programme managers (including those based in programmes and those based in the central office) are accountable for the implementation of the above and of the gender policies and strategies defined by the programme teams. They should:

- Ensure that due priority is given to activities in support of gender equality in terms of staffing and budget allocations and of the availability of material resources such as access to vehicles and equipment.
- Ensure that adequate intellectual leadership and technical support are available to all staff from within the staff team, supported if appropriate by local external advisers.
- Ensure that personnel and staff development policies at programme level follow those set by ACORD generally, having due regard to variations in the legal environment.
- Ensure that effective channels of communication exist within the staff group, and between the programme and the community in which it works, to permit the fearless expression of views, comments, problems and concerns and to ensure that these are given full consideration.

Means through which programme managers are accountable include annual reports and the gender audit, and appraisals conducted between them and their managers.

### 3.2.5 Responsibility for gender within staff teams

Some programmes may feel the need to identify gender officer posts or give designated responsibility to specific individuals in other ways such as through a 'gender committee'. Such designations are intended to ensure that the staff team as a group receives adequate technical support in carrying out their individual workplans. The post-holders are not to be seen as the repositories of all knowledge on gender, nor should they be expected to take responsibility for implementing gender policy, since the latter is shared by all staff.

The existence of staff members with designated responsibility for gender equality should not be regarded as essential. Indeed, to the extent that it leads to the shedding of responsibility on the part of other staff, it may in some cases be viewed as a negative step.

### **3.2.6 Role of country/regional offices**

Country/regional offices, where they exist, have a particularly important role in the implementation of the gender policy. They will be the main point of information monitoring and review, and will contribute to programme performance by providing advice and information about national level policies and initiatives in the state and voluntary sectors as well as about external sources of support such as consultants, research institutes and training resources.

#### **GENDER POLICY TARGETS**

**By the year 2003 –**

- **All programmes will have developed a gender implementation plan in line with the overall ACORD gender policy and taking into account any existing national gender policies. Plans will be founded on a baseline gender analysis and include programme goals and objectives, impact assessment indicators and staff development and personnel\equal opportunities issues.**
- **All programmes will have identified the responsibilities of all staff for promoting gender equality.**
- **All programmes will have monitoring and evaluation systems which will show how gender equality goals are being achieved.**
- **At least 50% of programmes will be able to provide verifiable evidence of positive impact of programme intervention in reducing strategic gender inequalities.**
- **All programmes will include gender-awareness raising for staff and beneficiaries.**
- **All programmes will include research specifically aimed at promoting understanding of gender issues**
- **All programmes will have at least 50% of women in their staff overall, and 50% of women in senior level positions, or will be able to produce evidence of their efforts to meet this target.**

### **3.3 Implementing gender equality in the London office**

As the body which provides day-to-day co-ordination of ACORD's activities and, at present, management and stewardship of its resources, the London office has a pivotal role to play in the implementation of policy. This role is shared equally between the different departments, which are currently the the Executive Director's Department, the Programme Department, the Research and Policy Programme (RAPP), Finance, Funding, and Personnel. The following guidelines assume the current structure.

#### **3.3.1 The Executive Director (ED)**

The ED provides strategic leadership to the organisation as a whole and is responsible for ensuring a climate of organisational culture which will be conducive to the sound implementation of policy.

*Good Practice Guidelines*

The ED will take a pro-active role in promoting the policy and will assume overall responsibility for ensuring that policy is adhered to by:

- Ensuring that periodic reviews of programme performance, such as the gender audit, are undertaken, discussed and acted upon as appropriate.
- Communicating and promoting the goals of the gender policy within the governance structures and ensuring adequate commitment and understanding of the goals in all the committees involved in programme identification, approval and/or evaluation.
- Promoting gender equality externally to ACORD through developing networking and alliances internationally.
- Ensuring that the policy continues to reflect the priorities and aspirations of the intended beneficiaries by periodically reviewing and updating it through the Gender Task Force (see Chapter 4) and through participatory processes of discussion and consultation.
- Ensuring that enabling mechanisms, such as the development of management information systems, are in place and are functional in terms of advancing the gender policy

#### STRATEGIC PLAN TARGETS

- Creating a new policy to promote gender equality in our own organisation
- Training in the London office in how to promote gender equality
- Increasing the number of programmes which include policies on gender equality
- Defining the gender equality element of each of the other strategies in the plan by the end of 1997 (*Strategic Plan, p11*)

#### GENDER POLICY TARGETS

**By the year 2003, the ED will ensure that**

- **The policy and action plan as approved by the Board is adopted and monitored throughout the organisation.**
- **The action plan is implemented and a Task Force is set up to promote organisational understanding and implementation of the policy and to review progress over time (see Chapter 5 ‘Action Plan’).**
- **An organisational audit is carried out and new organisational systems and policies conducive to gender equality and equal opportunity goals are introduced.**

### 3.3.2 The Programme Department (PD)

The PD has overall responsibility for the management of field programmes. It ensures that programme design, monitoring and implementation are carried out effectively and in accordance with ACORD’s values and policies, and oversees organisational functions such as recruitment and financial management.

### ***Good Practice Guidelines***

The Programme Department will ensure that the aims and principles of gender equality are pursued in programme design and management by:

- Integrating gender equality criteria in all programme identification, planning, design and evaluation procedures.
- Ensuring that implementation of gender equality goals is included in the responsibilities of all programme managers.
- Ensuring that adequate training and material backing is provided to field staff and programmes.

Setting up adequate systems for monitoring progress with policy implementation.

### **GENDER POLICY TARGETS**

**By the year 2003, PD will have -**

- **Reviewed and amended the programme guidance manual to ensure it is in line with the goals and principles of the gender policy (in collaboration with RAPP)**
- **Reviewed the role descriptions of field managers, in consultation with Personnel**
- **Developed a gender training plan, in consultation with Personnel, RAPP and field staff and as part of the organisational development plan currently being designed by Personnel**
- **Developed systems to allow systematic monitoring of programme performance with respect to gender policy goals and targets.**

### **3.3.3 Research and Policy Programme (RAPP)**

#### ***Good Practice Guidelines***

RAPP's role in ACORD is likely to alter as a result of the change process, taking on greater responsibility for the development and management of research and information and for setting up appropriate systems, and intensifying its collaboration with programmes. RAPP will ensure the creation and dissemination of knowledge, expertise and experience relevant to gender policy research and implementation by:

- Facilitating and/or co-ordinating research within ACORD, taking a lead both in identifying strategically important themes, and in developing appropriate research methodologies.
- Ensuring that ACORD's conceptual understanding of 'gender' is kept under permanent review
- Keeping abreast of current thinking and practice in the state, NGO and academic sectors and ensuring that ACORD draws on a wide variety of internal and external sources in order to enrich its understanding of gender in development and through which to communicate its own experience
- Ensuring that the gender dimension of ACORD's 3 strategic goals (alleviating poverty, promotion of basic rights and coping with conflict) is well understood and translated into programme and research planning and design
- Contributing to the development of policies, practical guidelines and/or training materials for use by London-based and/or programme staff as appropriate, and providing training

and other kinds of support as appropriate

- Contributing to the monitoring of the implementation of the gender policy and overall programme performance in relation to set targets through the co-ordination of a two-yearly gender audit.
- Ensuring that knowledge and experience of the gender dimensions of organisational management and organisational change are recorded, disseminated and applied.

#### STRATEGIC PLAN TARGET

*We will use our understanding of gender difference in particular and of people's diversity in general to work out in greater depth our position on poverty and vulnerability, basic rights and peace-building...(and) we will take gender differences as our starting point, and focus on equality as our aim."*

*ACORD Strategic Plan, p.5*

#### GENDER POLICY TARGETS

**By the year 2003, RAPP will have**

- **Assisted in the establishment of the Gender Equality Task Force**
- **Provided support to departments and programmes in drawing up and putting into practice gender implementation plans**
- **Contributed to the development of Good Practice Indicators based on the Good Practice Guidelines to be used as a basis for ranking programme performance in relation to the goals and principles of the Gender Equality Policy.**
- **Carried out research and developed thinking leading to ACORD's deeper understanding of the gender equality dimensions of the strategic plan directions**
- **Collaborated with Personnel and the PD in the development of staff training and development policies**
- 

### 3.3.4 Finance and Accounts

#### STRATEGIC PLAN TARGET

By 2001, at least 75% of our programmes will budget 50% of funds towards supporting female participants. The 25% of programmes not reaching this target will be expected to show that they are spending increasingly more of their budgets on achieving gender equality.

The improved management information system required to monitor and assess progress towards the goals of the gender policy will include information about resource allocation, including financial resources. The Finance Department will ensure that financial structures and resource management practices facilitate gender equality by:

- Contributing to the development of budgeting and financial monitoring systems to provide information about the level of resources allocated to activities aimed at strengthening ACORD's gender competence
- Carrying out periodic audits of programme budgets for the purpose described above

### 3.3.5 Funding

The Funding Department helps to identify suitable sources of funding for individual programmes and other organisational initiatives. The Department represents one of the main mechanisms whereby ACORD communicates its knowledge and experience to external audiences, specifically the major institutional donors. Its main role in supporting the attainment of ACORD's gender goals will be to ensure that the equality goal, and the experiences of programmes in furthering it, are reflected in communications with donors. In addition, it is able to contribute to the process of pooling information about field experience because of the programme overview it holds.

#### **GENDER POLICY TARGETS**

**By the year 2001 the Funding Department will have**

- **Started up a database compiling information about a range of sources of funding for the promotion of gender equality work in the field and the London office.**
- **Ensured that ACORD's policy on gender equality is highlighted and explained in all funding applications that go through the Department.**

#### **3.3.6 Personnel/Administration**

The Department of Personnel and Administration ensures consistency and good practice in staffing, administration and organisational development. It will ensure that staffing policies reflect and promote the goals of gender equality and equal opportunities by:

- Ensuring that all existing and new staff are aware of ACORD's values, including those specifically related to the gender policy
- Developing a staff training and development policy aimed at enhancing the gender equality goals of the organisation and liaising with RAPP and the Programme Department to ensure that an adequate level of gender awareness is attained and retained amongst all the staff in the London office
- Ensuring that the responsibility of all staff for the promotion of gender equality objectives is clearly communicated and understood, in particular, through the recruitment and induction procedures
- Developing a raft of enabling policies, including an equal opportunities policy, and providing support and advice on their implementation (see next Chapter 4.1 Implementing Equal Opportunities).

#### **STRATEGIC PLAN TARGETS**

- Provide more advanced training for men and women so that there is greater equality in job opportunities between them; and
- Provide training for all staff so that they can handle gender inequalities in the most effective way (Strategic Plan 1997-2001, p.16)

#### **GENDER POLICY TARGETS**

**By the Year 2001, Personnel will have**

- **Collaborated with PD and RAPP in the development of a staff gender training plan**

## Chapter 4: Promoting equal opportunities

As already stated, ACORD's policy on gender equality and equal opportunities go hand in hand, the one complementing the other. ACORD's Equal Opportunities Policy is still in the process of being developed, but in this chapter, the main principles and objectives of that policy and the way they relate to the Strategic Plan are outlined.

### 4.1 Recruitment

ACORD is committed to a policy of promoting equal opportunities in recruitment and employment practices generally. To this end, ACORD is committed to developing an Equal Opportunities Policy based on the following principles:

- Equality of opportunity requires not only policy statements but also mechanisms for implementing, monitoring, adjusting and learning from policy implementation.
- Achieving equality of opportunity between men and women depends on dismantling all kinds of stereotyping and discriminatory practices.
- Equality of opportunity in recruitment involves systematic planning of all stages of the recruitment process - from defining job descriptions, person specifications and advertisements through to making the final decision and the setting of salary levels - to eliminate bias.

ACORD's aim is to improve the gender balance in recruitment at all levels. A key element in this is identifying strategies for advancing women into senior posts. This requires ACORD to be pro-active in seeking out recruitment sources for qualified women, including networking with like-minded organisations.

Women are often disadvantaged in recruitment because of their generally lower levels of education and experience, and because of their reduced mobility in terms of moving to new places of work. Careful consideration needs to be given to the person specifications for a role and hence for the qualifications required: setting high qualifications is likely to discriminate against women, and may mask an undue emphasis on technical knowledge as opposed to other qualities.

#### STRATEGIC PLAN TARGETS

*Our targets will include:*

- *Aiming for equal numbers of male and female staff and consultants over time*

*We must make sure that:*

*The number of women at management level increases. (p.15-17)*

ACORD also has a duty to provide opportunities for training and work experience with an emphasis on women's access to them, in order to contribute to expanding the pool of women wishing and able to enter the senior levels of the development profession.

#### **4.2 Terms and conditions**

Terms and conditions should be set with due regard to the need to attract greater numbers of women applicants for all posts. This will include a careful analysis of specific problems relating to each recruitment site, by setting appropriate targets and by designing benefits and strategies aimed at reducing them (eg housing, childcare).

Terms and conditions of service will reflect the goal of gender equality by recognising the importance of the family in the lives of staff members, by respecting staffs' partnerships and family structures including non-conventional ones, and by pursuing family-friendly policies in relation to working hours, staff facilities, and parental leave.

#### **4.3 Harassment**

Efforts will be made to enhance staff awareness of ACORD's existing policy for dealing with sexual harassment and the policy itself will be periodically reviewed to ensure it provides adequate protection to staff against this form of abuse.

## **Chapter 5**

### **ACTION PLAN**

#### **Policy approval and dissemination**

The proposed policy will be discussed at the Board meeting scheduled for February 2000 with a view to securing approval of the broad goals, as well as general backing for the targets and approaches outlined.

Once approval has been secured, the new policy should be disseminated and discussed at all levels of the organisation.

#### **Policy Implementation**

##### **1. Equal opportunities plans**

The Personnel Department will draw up a draft Equal Opportunities policy which will include the wider areas of discrimination.

##### **2. Gender equality plans**

Every department and country office/programme must meet to discuss the policy and to develop a departmental/programme plan for its implementation, founded on a baseline assessment of issues and problems and including plans for monitoring progress. These plans should be ready within a year of the adoption of the policy and submitted to the Gender Equality Task Force.

**A Gender Equality Task Force** will be established.

##### *Composition of the Task Force*

It will include the Executive Director, a representative from each of the four regions where ACORD works, a representative of the London office, a member of the Gender Committee and a Board member.

##### *Functions of the Task Force*

1. To ensure common understanding of the policy throughout the organisation and enhance co-operation in its implementation.
2. To comment on and provide advice as appropriate on plans developed at different levels of the organisation for the implementation of the policy.
3. To review progress with implementation and make recommendations for changes to the policy.
4. To review and monitor the progress of the equal opportunities policy

To achieve the above purposes, the Task Force will be required to meet three times:

- The first meeting will take place within a year to review the plans developed by the London office and field programmes, and to comment on the equal opportunities policy

- The second meeting will take place one year following the first in order to review progress and make recommendations for changes and/or revisions needed
- The third will take place within 3 years of adoption of the policy in order to further review progress and make recommendation for changes and/or revisions needed.

The Task Force will work closely with the Gender Committee and will report formally to it on an annual basis. An e-mail network will be set up linking members of the Task Force and the Gender Committee in order to facilitate communication.

## APPENDIX 1

### WID or GAD

Women in Development (WID) identifies women as a special, or separate, interest group. Under Gender and Development (GAD), gender is identified as an integral part of a development strategy and the situation of women is no longer analysed independently of, but rather in relation to that of men.

### WID/GAD Policy Approaches

<i>Approaches</i>	<i>Description</i>
<b>Welfare</b>	Earliest approach, 1950-70. Its original purpose was to bring women into development as better mothers. Women are seen as passive beneficiaries of development. It recognises the reproductive role of women and seeks to meet practical gender needs/priorities in that role through top-down provision of food aid, measures against malnutrition, and family planning.
<b>Equity</b>	The original WID approach, used in the 1975-85 U.N. Women's Decade. Its purpose is to gain equity for women, who are seen as active participants in development. It recognises women's triple role, and seeks to meet strategic gender needs/priorities through direct state intervention, by giving political and economic autonomy and reducing inequality with men. It challenges women's subordinate position.
<b>Anti-poverty</b>	The second WID approach, a toned down version of equity, adopted from the 1970s onwards. Its purpose is to enhance the productivity of low income women. Women's poverty is seen as a problem of under-development, not subordination. It recognises the productive role of women and seeks to meet their practical gender needs/priorities to earn an income, particularly in small-scale, income-generating projects.
<b>Efficiency</b>	The third WID approach, adopted particularly since the 1980s debt crisis. Its purpose is to ensure that development is more efficient and effective through women's economic contribution, with participation often equated with equity. It seeks to meet practical gender needs/priorities while relying on all three roles and an elastic concept of women's time.
<b>Empowerment</b>	The first post-WID approach, articulated by women in developing countries. Its purpose is to empower women through greater self-reliance. It recognises the triple role, and seeks to meet strategic gender needs/priorities indirectly, through bottom-up mobilisation of practical gender needs.
<b>Equality</b>	The most recent GAD approach, emerging from the Fourth World Conference on Women (Beijing,

	1995) and widely adopted by governments and aid agencies. It introduces equality as a human rights, and emphasises that power-sharing and more equitable partnerships between women and men are political, social, and economic pre-requisites for sustainable, people-centred development.
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*Source:*

*Mainstreaming Gender and Development in the World Bank, Moser, 1998, Box 1.1 and Box 2.2.*