



Terre des hommes
Helping children worldwide.

Policy on Gender and Diversity

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Context

Objective

As a global leader in the promotion and protection of children's rights working in over 40 countries, Tdh wants to ensure its programs proactively contribute to overcoming existing biases, prejudices, discrimination, and challenge inequalities in distribution of power in any given context. All children are entitled to flourish and fully exercise their rights, and this requires a shift in how the concepts of gender & diversity are approached by Tdh.

This policy outlines Tdh's commitments and guiding principles for gender and diversity across its operations and the inner functioning of the organization. It provides a clear framework for the organization to bring about a more inclusive working environment, and to systematically mainstream and monitor gender and diversity in Tdh operations. For its programs, Tdh is committed to apply a Gender & Diversity **responsive approach** and, where possible within specific projects, aim for a **transformative approach** (see G&D scale).

This policy version serves as a first phase in moving towards this goal. It provides a reference and orientation for specific strategies and concrete measures to be put in place at all levels of the organization and promotes the strengthening of Tdh capacities to apply a Gender & Diversity responsive approach by 2020. The second phase, which will call for an update and review of this policy, will consist in prioritizing gender & diversity as a core transversal theme within the Tdh Strategic Plan 2021-2025.

Gender and Diversity Scale¹

- 1. **G&D Unaware:** Practices and programs that ignore gender and diversity considerations, ending up perpetuating or reinforcing existing inequalities.*
- 2. **G&D Aware:** An approach to gender and diversity that considers to a minimum extent gender and diversity related norms, roles, needs and structures. However, actions are not designed and adapted in a way to ensure equitable benefit from implemented interventions.*
- 3. **G&D Responsive:** A proactive approach that aims to overcome existing biases, discrimination, prejudices and inequalities in each context by taking into account the different needs, abilities, interests and opportunities of our target populations in program design.*
- 4. **G&D Transformative:** Addresses the structural, systemic and root causes of inequalities with the aim to achieving lasting change in the power and choices that marginalized persons have over their own lives*

Framework

In its Vision 2030, Tdh acknowledges the importance of gender equality as a cross cutting issue. Tdh's Strategic Plan 2016-2020 highlights the need to raise awareness on gender, diversity and social inclusion in order to enhance the quality of Tdh programs and develop capacities both at the headquarters and in the field.

In September 2017 an internal working group started elaborating a Gender & Diversity (G&D) Policy for the Foundation. The year 2018 marked the beginning of a strategic project on G&D. The first step was to conduct a global survey on Tdh staff perceptions - alongside key focus group discussions - to better understand where Tdh is starting. These efforts were conducted both at headquarters and in selected field locations and served as an important source of information for developing this policy.

¹ Subject to modification

This policy aligns itself with the Tdh Global Code of Conduct, relevant international human rights instruments², thematic policies³, and sector recognized standards for development and humanitarian intervention⁴, as well as Terre des hommes' overarching commitment for interventions to be guided by a **human rights-based approach**.

Scope

This policy applies to all levels of the organization, whether at headquarters or in field delegations. All staff (directors, managers, employees, interns, volunteers) and consultants, regardless of their status, type of contract, or percentage of work are responsible for knowing its content and applying the commitments as they relate to their work. It is valid for both development and humanitarian contexts.

Definitions

- **Gender** refers to the socially constructed and learned roles, behaviors, responsibilities and opportunities associated with being a boy, girl, man or a woman. These vary across cultures and through time and can change. In addition to the categories of men and women, there are many different gender identities and expressions of those identities. **Sex** refers to the biological and physiological characteristics that define men, women, or intersex individuals. **Sexual Orientation and Gender Identity or Expression (SOGIE)** stems from one's personal preference and experience, which may or may not correlate with the sex assigned at birth.
- **Diversity** refers to the variety of differences among the members of a group. It includes different social backgrounds and identities that make up a population.⁵ Comprehensive analysis is required to identify in any context what forms of diversity could constitute a vulnerability and lead to marginalization and violation of rights. Tdh recognizes that some diversifying factors are present and need to be addressed in all contexts, including but not limited to age, gender, (dis)ability, and SOGIE minorities⁶.
- **Equality & Equity:** Tdh recognizes the existence of biases, prejudices and inequalities inherent across all societies, and will seek to address those through responsive and transformative programming. **Equality** refers to the *goal* we want to achieve, so that everyone can benefit from equal rights, responsibilities and opportunities in their lives. It means that individuals are empowered to develop their interests, needs and priorities without the limitations set by stereotypes associated with their Gender or Diversity. **Equity** refers to *how* Tdh approaches and implements interventions, ensuring strategic planning and service delivery recognizes and takes into account individual conditions and specific circumstances and accommodating these through positive action. Focusing on equity means that we recognize that a given system in place is leaving some behind and we actively provide means and dedicate resources so that rights, benefits, obligations and opportunities for everyone involved are considered in equivalent terms.

Gender inequality is the most pervasive form of inequality around the world and a pressing human rights concern.⁷ It affects everyone, but women and girls first, constituting the majority of those affected by poverty and crisis. Harmful socially constructed gender norms often present a dominant view of what it means to be female or male and perpetuate a binary and exclusionary view of gender. These lead to discrimination and marginalization, which results in less access to resources, less power, less influence in decision making, and increased Gender-Based Violence.

² Convention on the Rights of the Child, Convention on the Elimination of all forms of Discrimination Against Women, Convention on the Rights of Persons with Disabilities, Declaration on the Rights of Indigenous Peoples

³ IASC Policy on Gender Equality, Humanitarian Disability Charter

⁴ Core Humanitarian Standards (CHS), Minimum Standards for Child Protection in Humanitarian Action

⁵ E.g. racial or ethnic classifications, nationality, age, gender, religion, philosophy, physical abilities, socioeconomic background, sexual orientation, gender identity, intelligence, mental health, physical health, genetic attributes, personality, behavior or physical appearance

⁶ Including Lesbian, Gay, Bi, Transgender, Intersex, Queer individuals.

⁷ SDG Technical Support Team Issues Brief: Gender Equality and Women's Empowerment

Tdh recognizes the **intersectionality** of gender and diversity. The way in which a person's sex or gender identity is linked to and combines with another part of his or her identity, can lead to and create multiple forms of discrimination. For example, a child with a disability and from an ethnic minority could be highly marginalized. Intersectionality is a complex and powerful exclusion phenomenon that differs according to the context. A person's experiences are influenced by a multitude of identities that interact or overlap, and this Policy seeks to ensure these concepts are addressed together.

Guiding principles and commitments

Guiding principles

In alignment with its core values⁸, Tdh seeks to advance gender and diversity across the organization guided by the following principles:

- **INCLUSIVE WORK ENVIRONMENT:** Tdh works with a wide range of actors including children, families, communities and local/national authorities. As Tdh's stakeholders and beneficiaries represent a highly diverse group, it is vital that this diversity is reflected within the employees of the foundation. Tdh believes that a diverse workplace represents a deeper pool of knowledge, skills, life experience, perspectives and expertise.
- **A HUMAN RIGHTS-BASED APPROACH:** A human rights-based approach is at the core of all Tdh's work. Human rights determine the relationship between duty bearers and individuals or groups according to international human rights law. For Tdh, this means understanding and transforming power relations and inequalities that lead to discrimination and impede individuals and groups from enjoying their rights.
- **INCLUSION & PARTICIPATION:** Placing children at the center of their own recovery and development is an essential part of a safe, dignified, appropriate, and sustainable response. In this context, it means ensuring all children regardless of Gender or Diversity are enabled to meaningfully engage and participate throughout the program and project cycles. By enabling children, their caregivers, and relevant stakeholders to analyze their situation, enhance their knowledge and resources, and strengthen their capacities, Tdh contributes to their empowerment to act and claim their rights.
- **COLLABORATION and LEARNING:** Collaboration and continuous learning are key conditions to achieving more impact within Tdh interventions. Tdh will seek out strategic partnerships at global and local levels to continuously improve its understanding and competencies in gender and diversity and share lessons learned widely both internally and externally.
- **DO NO HARM & SAFEGUARDING:** The protection of target populations, in particular those most vulnerable to abuses of power, is at the core of Tdh's mission. By integrating a gender and diversity approach Tdh will contribute to mitigating the risk of harm arising from Tdh actions, including abuse and exploitation. Harm includes physical or psychological harm to individuals or groups, as well as harm to the environment (economic, social, political, climate, etc.) that might otherwise affect individuals or groups.

Commitments

In order to implement a gender and diversity responsive approach throughout the organization, Tdh makes the following commitments.

Institutional commitments:

- Apply inclusive gender & diversity considerations in the development of Tdh's internal organizational culture. Ensure equitable treatment and meaningful participation of all employees through the strengthening of collaborative and inclusive working methods and practices.

⁸ Respect, Commitment, Ambition, Courage

- Apply best practices of inclusive communication by using language and images that do not reinforce existing stereotypes but instead promote diversity and inclusiveness and show respect for all.
- Put in place measures to enhance gender equity and diversity in Tdh teams and promote equal opportunities and inclusiveness in recruitment, orientation, promotion, retention, and duty of care. Special attention will be given to balance leadership and management positions.
- Value and leverage the knowledge, competence and experiences of Tdh staff from all different backgrounds and origins. Enable horizontal cross-learning, respecting the capacity of everyone to engage using different methods and approaches. Collect and share best practices.
- Provide capacity building and awareness for all staff in gender and diversity at all levels to strengthen a gender and diversity responsive approach.
- Seek collaborations with partners and stakeholders who share Tdh's desire to work for advancing gender equity and diversity.
- Incorporate G&D considerations from this policy in the development of Partners selection criteria and the upcoming Tdh Partnership Policy.
- Promote and implement the whistle-blowing procedure of Tdh in order to report any type of action in violation of this policy or the Tdh Global Code of Conduct amongst Tdh employees.
- Allocate dedicated financial, human, and organizational resources to implement the commitments under this policy.

Operational commitments:

- Integrate gender and diversity objectives in line with this policy in its future strategic plan, Programs Theory of Change and Plans of Action which implement Tdh Strategies.
- Integrate G&D Analysis into situation analysis (country/program/project level).
- Adopt a G&D scale in Tdh programs and commit all projects to be at least G&D Responsive, with a desire where possible to move towards a G&D Transformative approach.
- Develop M&E Approaches that are G&D responsive, including the systematic use of qualitative and participatory methods and Sex & Age Disaggregated Data (SADD).
- Use appropriate approaches and tools to ensure that girls and boys and other target groups have equal opportunities to participate in, influence and benefit from Tdh programs.
- Programs and Operations fulfill their duty of PSEA and prevention of GBV, incorporating and promoting Tdh's

whistle-blowing procedures in order to report any type of action in violation of this policy or the Tdh Global Code of Conduct.

- Programs partner selection includes G&D criteria, including minimum standards.

Responsibilities

The overall implementation of this policy is further detailed in its operationalization plan. Accountability mechanisms and deliverables will be articulated within internal action plans in each department. Ultimately, upholding, living and working towards Tdh gender and diversity ambitions are the responsibility of all. However, specific responsibilities apply as following:

Supervisory Board

The Supervisory Board, in approving this policy, sets the standards by which all Tdh employees embody and promote the principles, values and commitments of gender equity and diversity within the organization. In doing so, the Supervisory Board commits itself to reflecting these standards within its functions and representation of the organization. It also informs and sensitizes the Council of the Foundation on the topic.

The General Director and the Committee of Directors (CODIR)

The Director General and the CODIR monitors the progress of this policy and its operationalization plan across all departments by a yearly follow-up the institutional dashboard indicators. It also works to ensure cohesion and integration of gender and diversity across institutional policies and strategic documents. The CODIR reviews and allocates adequate resources (human and activity) dedicated to the effective implementation of this policy and its action plan. Individuals within the CODIR take on a pro-active role to apply the policy within the department they are heading and to promote the policy in external and internal communications.

Heads of department⁹

All department heads are responsible for implementing the commitments for which they are the lead and allocating the necessary human and financial resources that are necessary. All department heads are also responsible for supporting the implementation of all commitments in as far as they relate to their departments.

Regional Managers, Country Representatives and Country Offices

Regional Managers, Country Representatives and Country Offices promote the policy and ensure its implementation within their region and country's operations.

Individual Responsibility

All employees are expected to promote and safeguard the principles of gender and diversity as outlined in this policy in their respective teams and work with partners and stakeholders. Each employee is responsible for reporting any incidents or inconsistencies according to organizational procedures.

* In the case of Gender and/or Diversity Focal Persons, their responsibilities are outlined in separate Terms of Reference, to be developed by PROGRESS.

⁹ PROGRESS, Geographic zones, Human Resources, Humanitarian Aid, Communication and Fundraising, Finance and Administration

Preparation, validation and enforcement procedure

This policy was finalized by the gender and diversity working group in January 2019 and was validated by the Supervisory Board on February 22nd, 2019, in charge of the correct application of the present directive.



*Every child in the world
has the right to a childhood.
It's that simple.*

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Author: Gender and Diversity Working Group
(gender@tdh.ch)

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Other related documents:

Global Code of Conduct (including Whistleblowing Procedure), Child Safeguarding Policy, Policy on Protection against Sexual Abuse and Exploitation, Policy on Security and Safety, Directive on Staff Misconduct at the Workplace



Siège | Hauptsitz | Sede | Headquarters
Av. de Montchoisi 15, CH-1006 Lausanne
T + 41 58 611 06 66, F +41 58 611 06 77
E-mail : info@tdh.ch, CCP : 10-11504-8

 www.tdh.ch
 www.facebook.com/tdh.ch
 www.twitter.com/tdh_ch
 www.instagram.com/tdh_ch



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