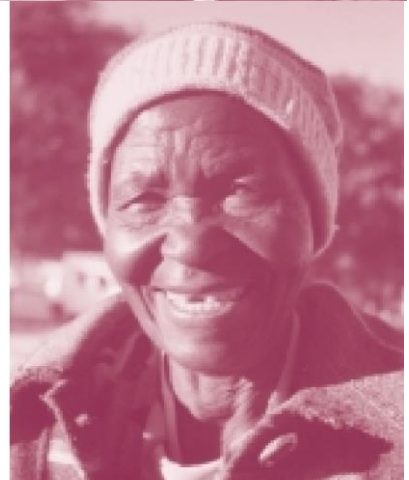


Controlled Document Control Sheet

A Control Sheet is to be completed for each controlled document that is approved for use within Concern Worldwide

Document Title Name that appears on the document	Equality Policy 2005	
Document Type Please check the appropriate box	<input checked="" type="checkbox"/> Policy	<input type="checkbox"/> Procedure / Process / Manual
	<input type="checkbox"/> Strategy	<input type="checkbox"/> Guideline / Guidance Note / Position Paper
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Purpose Brief overview of the document and why it exists	This policy outlines Concern's understanding of equality and what steps we will take to promote equality in our programmes and as an organisation.	
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Cross Reference to Other Controlled Documents – List any other controlled documents to which the document refers		
Relevant Laws and Regulations – List any laws and regulations which are addressed by and/or relevant to the document		



Concern Worldwide's Equality Policy



"Central to our being and doing"

Concern believes that poverty cannot be eliminated without addressing inequality. We are committed to making equality central to our being and doing, through promoting and integrating equality and diversity at every level within our organisation and demonstrating this commitment locally, nationally and globally.

Concern Policies

Concern Worldwide is a non-governmental, international, humanitarian organisation dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world's poorest countries.

Concern believes in a world where no-one lives in poverty, fear or oppression; where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life; a world where everyone is treated with dignity and respect.

Our mission is to help people living in absolute poverty achieve major improvements in their lives which last and spread without ongoing support from Concern.

We will work with the poor themselves and with local and international partners who share our vision of democratic and just societies.

To achieve this mission Concern engages in long-term development work, responds to emergency situations, and undertakes development education and advocacy on those aspects of world poverty which require national or international action.

Our central belief is that we must target our work so that those living in extreme poverty benefit to the greatest possible extent.

To achieve this all our work is characterised by:

- Empowerment and the realization of the potential of those with whom we work.
- Respect for people and the promotion of equality
- Participation by extremely poor people in the making of decisions which affect them.

- Respect for the environment.
- Rapid responses to emergencies.
- Good stewardship.
- Continual learning.

Concern's work is guided by a series of policy documents which are translated into practice through the implementation of organisational and country strategic plans and organisational programme plans. Country plans are operationalised through projects designed using Concern's Project Cycle Management process.

Concern has a range of policies:

- General policies.
- Programme approach policies.
- Programme sector policies.
- Resource policies.
- Programme/project management policies.

Details of policies approved by Council are listed on the back of this folder.

The policies have been written to complement each other. For example in our Health Policy we state that we will help to build the capacity of local government health services and that the approach to be used will be found in the Capacity Building Policy. Our general approach and resource policies cover all



Truck drivers-Dhiraj, Oran and Venkat, members of the Jeypore Mini Truck Owners Association-at a HIV/AIDS prevention workshop run by S.O.V.A one of Concern India's partners in Orissa. Photo by Lizzy Noone

Ibrahim and Hanan Mohammed Hamid, Eritrea. Photo by Danny Rowan

Eleonara Lynch programme manager Concern Liberia with a Jacob in the Grand Bassa County. Photo by Lizzy Noone

Dhidho Bindiko, 83 year old female beneficiary of Concern's food aid programme. Photo by Danny Rowan

Netsheif Tamene and Tefere Abebe of the AIDS activist group Mekdim, Ethiopia. Photo by Connell Foley

Kate and Coman Doorly, Dublin. Photo by Michael Doorly

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Equality Policy Summary

Poverty and inequality are so closely linked that Concern cannot address absolute poverty without addressing inequality.

Equality involves acknowledging the differences that exist between people and hence the different supports and resources that each person requires. Concern understands that inequality must be tackled across a broad range of issues such as gender, race, family or marital status, ethnicity, age, sexual orientation, disability, faith or religious belief, socio-economic background, HIV and AIDS or other illness, physical appearance and political opinion.

While addressing discrimination on all appropriate grounds, we will pay special attention to gender issues. Concern acknowledges that women and men have different roles in society and have unequal access to resources: accordingly, policies and programmes have different impacts on men and women.

Our equality aim is to significantly reduce inequalities and to empower people living in extreme poverty to achieve major improvements in their lives.

To achieve this aim our objectives are:

- To challenge the structures which maintain inequalities in society and to influence the opinion, values and actions of society as a whole.
- To ensure that equality is a mandatory theme that is understood, analysed and addressed in all aspects of Concern's work, policy, planning, programmes, management and communications.
 - To develop proactive strategies and interventions which address inequality, including the empowerment of marginalised groups.
 - To ensure that equality considerations underpin all Concern's human resource policies, procedures and practices.
 - To ensure that equality training is provided on an on-going basis to all those working with Concern and is reviewed and, if necessary, modified to ensure that it

is effective in enhancing equality awareness and good practice.

Concern's equality policy is rooted in the following principles:

- The need for a participatory and inclusive approach in all our work whereby the participation of the marginalised is maximised and advocacy for such participation is undertaken.
- The recognition that the creation of a culture of equality is fundamental to the achievement of our aims and that this is the responsibility of all staff and Council members.
- The need to accommodate and value diversity.
- The need to challenge all forms of oppression and discrimination.
- Respect and empowerment for all people.

To put this policy into practice we will ensure that equality covers all aspects of our programme planning, development and delivery. Our health, HIV and AIDS, education and livelihoods programmes and our emergency responses will be designed in accordance with this policy. Equality will be a cross cutting issue in the following approaches: rightsbased, advocacy, partnerships and protection of programme participants. To achieve this, best practice in equality must be central to both the internal management and external work outputs of all departments.

Concern believes that implementing this equality policy will benefit not only individual staff members but will also enrich the whole organisation. Equality will underpin all Concern's human resource policies and practices, from recruitment right through to cessation of employment.

Our public messaging is a key component in promoting our equality policy. Our materials and general communications will reflect Concern's equality goals and objectives.



To make this policy work:

Each directorate and country team will drive forward the mainstreaming of equality in Concern, guided by an overall equality strategy which will be adapted to different contexts.

An equality 'champion' in each directorate and each country of operation will serve as a focal point for equality. They will work to raise awareness and ensure that equality issues are addressed in the work of their team.

Monitoring and evaluation of the implementation and impact of this policy are important and will take place through regular reviews.

Note:

This draft was prepared over the last 9 months in a consultative process involving all departments and country teams. It was reviewed by the Council's Monitoring and Evaluation Committee before its presentation to Council on 3rd December.

As with all our policies we seek to include material which will guide our behaviour without being overly prescriptive about strategies and action plans. The internal Equality Working Group is in the process of developing the strategies for policy implementation and will work with departments to develop detailed action plans.

A full report on how this policy is assisting in meeting our overall equality aim, as set out in the Policy Statement, will be presented to Council in the meeting scheduled for February 2008. In the meantime there will be equality reviews in each of the Annual Reports to Council and in each of the programme reports on Health, Livelihood Security, Education and HIV/Aids.



1. Background

Equality is a key policy issue for Concern as set out in the Concern Worldwide Policy Statement of 2005.

‘Our aim is to promote equality and respect for diversity in all aspects of our work. We believe that women’s empowerment and equality between women and men are prerequisites to, and components of, poverty elimination. While addressing discrimination on grounds of race, disability, religion or otherwise, we will pay special attention to gender issues.’

Concern Worldwide (hereafter referred to as Concern) is an international, humanitarian non-governmental organisation dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world’s poorest countries. Many people in these countries are subject to such inequality, exclusion and oppression that they become entrenched in poverty. Poverty and inequality are so closely linked that Concern cannot address absolute poverty without addressing inequality, most of which is rooted in structures of domination and oppression and concentrated power and wealth. Absolute poverty, especially poverty which leads to destitution and premature death, is a manifestation of the worst forms of inequality.

Poverty expresses itself in stark global inequalities. Life expectancy, for example, is 46.1 years in Sub-Saharan Africa and 77.7 years in OECD countries. Of every 1,000 children born in these two groups of countries, 105 in Africa die before their fifth birthday compared with 11 in OECD¹ countries. 100 million children in developing countries still have no access to primary education and a further 150 million children leave school before they can read and write². The fact that most of them are girls is an index of significant current gender inequality

1 UNDP, Human Development Report, Human Development Index Table 8 (2005)

2 UNESCO, EFA Global Monitoring Report(2006)

and a contributory factor to future gender inequality. Almost 95% of the world’s HIV sufferers live in developing countries, and female infection rates there are growing due to gender inequality and biological difference. The result is a decline in female socio-economic status which perpetuates dependence and reduction of choice for hundreds of millions of women. Per capita GDP is approximately 20 times higher in OECD countries³ than in least developed countries, but income disparity within these least developed countries exacerbates the already unequal global economic situation for the very poor. There are other inequalities of resources, for example the resource inequality between the 1.2 billion people who have no access to safe drinking water and those who do⁴. Unequal power structures can prevent policy changes and transformation, and therefore governments have an important role to play in promoting equality and eradicating poverty. In many places ethnic and gender inequalities mean that people are not able to access their civil and political rights, and local institutions of governance are not representative.

Concern’s Human Rights Policy (approved in 2002) states that the Organisation’s contribution to the elimination of absolute poverty must be based on the realisation of the human rights of those living in absolute poverty. Building on this resolve, the recent Organisational Policy Statement confirmed that respect for people and the promotion of equality are central to our ethos and values and that we will seek to empower those with whom we work so that they can realise their potential.

Concern endorses international human rights law in its Human Rights Policy where specific reference is made to a range of international instruments. States have the primary obligation to protect, promote and ensure the realisation of human rights, equality being one of these key human rights.

3 UNDP, Human Development Report, Human Development Index Table 13: Economic



4 Performance (2004) UNDP, Human Development Report, Human Development Index (2004)

2. What Do We Mean by Equality?

Equality is about recognising that every individual and group has equal entitlement to dignity and respect, to the realisation of our common human rights and to access to resources. Equality is not about sameness but rather respect for difference and diversity. True equality involves acknowledging the differences that exist between people and hence the different supports and resources that each person requires.

Concern understands that inequality must be tackled across a broad range of issues such as gender, race, family or marital status, ethnicity, age, sexual orientation, disability, faith or religious belief, socioeconomic background, HIV and AIDS or other illness, physical appearance and political opinion. This broad approach is important since people are always members of more than one grouping at any one time in their lives.

Equality is a human right.

The Universal Declaration of Human Rights⁵ states in Article 1 that ‘all human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.’ It goes on to state, in Article 2, that ‘everyone is entitled to all the rights and freedoms set forth in the Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.’ Article 7 further states that ‘all are equal before the law and are entitled without any discrimination to equal protection of the law.’

Equality has different levels ranging from equality of opportunity to equality of participation and equality of condition. Equality of opportunity is merely the foundation stage, the recognition that inequalities exist in society. Building on this, equality of participation requires that all citizens, having overcome non-legal barriers to participation, gain access to adequate financial, educational and other resources. The degree of

success people experience in the course of their participation is the equality of outcome.

Equality of condition, the most ambitious type of equality, gives recognition to the concept that people with the same resources and opportunities, and who make the same life choices, will achieve the same results regardless of their social, political and economic status. This presents a radical challenge to existing attitudes and structures and refers to empowerment of people to exercise what have been called ‘real choices among real options’⁶.

A broad approach to equality across four spheres economic, socio-cultural, political and affective provides a means by which equality issues can be contextualised and strategies developed to address the issues identified. Equality in the economic sphere refers to the production, distribution and exchange of goods and services, e.g. distribution and ownership of resources. Equality in the socio-cultural sphere refers to the development, promotion and acceptance of cultural practices which support fairness.

Equality in the political sphere refers to all activities where power is exercised, including participation in decision and policy-making procedures in order to address power inequalities. Equality in the affective sphere refers to the socio-emotional relations that give people a sense of value and belonging, of being appreciated and cared for in their personal, community, associational and working lives. For example, this type of equality aspiration aims to focus public attention on human dependence and interdependence and on positive and productive relationships, thereby changing situations of abuse, hostility and marginalisation to those of respect, trust and solidarity.

5 United Nations, The Universal Declaration of Human Rights(1948)

6 Baker et al (2004)



2.1 What is Discrimination?

Concern understands discrimination to mean any exclusion or restriction, intended or otherwise, which nullifies the recognition, enjoyment or exercise by any person of all human rights and fundamental freedoms.

Discrimination has many forms, of which some are direct while others are indirect. Direct discrimination occurs when an individual is treated less favourably than another. Indirect discrimination occurs where certain groups are largely excluded from participation. Positive action programmes directed at such underrepresented target groups are sometimes necessary⁷.

2.2 Why Focus on Gender?

Gender refers to the characteristics of women and men that are socially determined as opposed to those that are biologically determined. They are learned, are changeable over time and vary within cultures and from culture to culture.

Gender is the most fundamental organising feature in all societies and as such affects the entire population. Gender inequality interacts with and deepens other forms of inequality. It usually underlies all other forms of inequality. It is pervasive across different groups within societies, and in practice many women face inequality or discrimination on more than one ground.

The impact of gender inequality is felt as much in the private as in the public sphere, often in the most intimate relationships. As a result, such inequalities frequently remain hidden and/or become considered a natural state of affairs.

In keeping a specific focus on gender equality Concern ensures that:

- There is no danger of gender becoming invisible.
- The unique aspects of gender can be easily identified.
- It is easier to monitor progress.

⁷ A coherent package of measures, of a temporary character, aimed specifically at correcting the position of members of a target group in one or more aspects of their social life, in order to obtain effective equality. (United Nations Economic and Social Council Document E/CN.4/Sub.2/2002/21 p3). Positive action means that

Greater integration of the different forms of equality and gender-specific action is not an either/or choice: both approaches should/will be pursued.

3. Delivering Concern's Vision Through Equality

Concern's vision is of a world where no one lives in poverty, fear or oppression; where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life; a

world where everyone is treated with dignity and respect.

Concern's moral and practical commitment to equality is an integral and essential contribution to achieving its mission. We believe that poverty cannot be eliminated without addressing inequalities. This equality policy provides an overarching framework which will enable Concern to take forward its ongoing commitment to equality. The principles and objectives of the policy are designed to foster awareness, commitment and action across the organisation. If Concern is to achieve its overall mission, each member of our staff, and every person with whom we interact, has a role to play in delivering this equality policy.

4. Concern's Equality Policy Aim

Concern believes that equality for all is a human right, and our experience suggests that, in order to achieve long-lasting improvements in people's lives, the underlying causes of poverty, including unequal power relations, must be addressed.

Accordingly, our equality aim is to significantly reduce inequalities and to empower people living in extreme poverty to achieve major improvements in their lives.

an employer does more than ensure employment neutrality. The phrase implies that employers will make additional efforts to recruit, employ and promote qualified members of groups formerly limited or excluded.



5. Equality Objectives

The objectives of the equality policy are:

- To challenge the structures which maintain inequalities in society and to influence the opinion, values and actions of society as a whole.
- To ensure that equality is a mandatory theme that is understood, analysed and addressed in all aspects of Concern's work, policy, planning, programmes, management and communications. To develop proactive strategies and interventions which address inequality, including the empowerment of marginalised groups.
- To ensure that equality considerations underpin all Concern's human resource policies, procedures and practices.
- To ensure that equality training is provided on an on-going basis to all those working with Concern and is reviewed and, if necessary, modified to ensure that it is effective in enhancing equality awareness and good practice.

6. Concern's Equality Guiding Principles

Concern's equality policy is rooted in the following principles:

- The need in all our work to use all available means, including advocacy, to ensure that the participation of the marginalised is maximised.
- The recognition that the creation of a culture of equality is fundamental to the achievement of our aims and that this is the responsibility of all staff and council members.
- The need to accommodate and value diversity.
- The need to challenge all forms of oppression and discrimination.
- Respect and empowerment for all people.

Concern's contact with absolute poverty comes through its work in extremely poor countries. However, it is not possible to address inequality in programmes and projects if Concern does not put into practice, in every department in the organisation, the values, attitudes and processes

which underpin equality. Best practice in equality must therefore be central to both the internal management and external work outputs of all departments.

Concern is committed to making equality central to our being and doing, through promoting and integrating equality and diversity at every level within our organisation and demonstrating this commitment locally, nationally and globally.



7. From Policy to Practice

Experience shows that questions of equality may easily become sidelined in organisations. In order to bring equality to the core of the organisation, all departments must develop strategies which engage equality considerations at all stages from policy formulation to work planning, decision making, implementation and evaluation. Developing such strategies will lead to deeper understanding and awareness of ways in which structures and systems can unintentionally act in favour of one group or another. In this way, equality is mainstreamed in the organisation, while allowing adaptation to different contexts. Mainstreaming will manifest itself in a number of ways as outlined below.

7.1 Programming

In order to realise Concern's vision, our Health, HIV and AIDS, Education and Livelihoods Programmes and our emergency responses must be designed in accordance with this policy.

At project level, the equality agenda will be incorporated into the Project Cycle Management system via a set of tools appropriate to each project type.

Within our target population some groups are more vulnerable than others, thus realisation of equality will require strategies that focus on the empowerment of specific groups as well as on mainstreaming strategies in order to ensure that programmes do not reinforce or perpetuate existing inequalities. It is appreciated that contextual constraints vary widely and that there is a need to develop a nuanced and localised understanding of how equality can operate cross-culturally while at the same time ensuring that mechanisms are in place to ensure a high degree of organisational learning in this relatively new area for Concern

Emergency interventions and long-term development programming will have a much

greater positive impact when designed on the basis of a thorough understanding of the different social groupings, particularly in relation to their levels of power, needs, interests, vulnerabilities, capacities and coping strategies. All programming must take a proactive stance in developing strategies to significantly reduce inequalities in access to and control over resources by the poorest. It is especially important to realise that access and control are frequently hindered by gender imbalances.

Considering differences leads to more effective delivery

Understanding how contexts affect people differently allows us to reach those most in need. For example women and girls are generally more vulnerable to rape and sexual assault especially in insecure environments; refugee camps or reconstruction efforts often do not adequately accommodate people with physical disabilities; young people and the elderly are often not facilitated to be active participants in community planning.

7.1.1 The Rights-Based Approach

Concern will design and develop all programmes on the basis that poverty elimination is intrinsically linked to the realisation of human rights for all.

Concern is committed to a rights-based approach which, seeking as it must to empower local participants, expressly requires that all decisions, policies and initiatives guard against simply reinforcing existing power imbalances and inequalities. Power imbalances, which are the main causes and results of inequalities, have grave consequences for the achievement of human rights. The UNDP Human Development Report 2000⁸ states:

'A rights perspective means incorporating the empowerment of the poor people into our approach to tackling poverty [...]. It



means ensuring that poor people's voices are heard, [...], recognising that equality matters. [...] making sure that citizens can hold governments to account for their human rights obligations.'

It is generally accepted that political and economic exclusion, poverty and discrimination, inequality and instability are inter-related challenges. A holistic equality approach is necessary, therefore, in order to achieve the progressive realisation and enjoyment of all rights. By developing a wide range of policies and practices which promote equality and challenge discrimination and oppression in the economic, social, cultural, political, affective as well as legal spheres, real change towards a more just and egalitarian world can be achieved.

Equality underpins the rights-based approach to our work and hence our Equality and Human Rights Policies must be implemented in tandem. Our Human Resources Policy identifies the grievance processes which can be used to address any infringement of staff rights and hence is an important component of our rights-based approach.

7.1.2 Advocacy

Advocacy is a key component of Concern's efforts to support the progressive realisation of human rights and, therefore, a key component of our efforts to eliminate poverty. It is seen as part of the implementation of central organisational policy with the purpose of empowering people who live in absolute poverty and responding to their needs.

Concern is committed to developing advocacy in order to improve the effectiveness of our humanitarian relief and long-term development programmes. All organisational lobbying, campaigning and development education work will address structural inequalities and the denial of human rights. Concern will articulate a stance supporting the promotion, protection and

fulfilment of human rights for all, with a particular focus on inequality and poverty.

7.1.3 Protection of Programme

Participants

Concern acknowledges that through the process of delivering interventions, there is potential for the power imbalances that exist between Concern staff or partners and programme beneficiaries to be exacerbated and exploited.

The Concern Programme Participant Protection Policy clearly defines the standards of behaviour that are required of the organisation and individuals working with it in the delivery of all our interventions. Central to this policy is respect for the dignity of affected people and Concern's commitment to ensuring the maximum protection of programme participants from exploitation.

Promoting equality in all aspects of Concern's work will contribute to the protection of programme participants.

7.1.4 Partnerships

As the need to promote equality is so fundamental to Concern's ethos it is clearly not acceptable for us to work with partners who do not have very similar equality values. Concern therefore commits itself to working with partners who have good internal equality systems and very strong equality perspectives in the design, implementation and review of programmes. Through the provision of appropriate capacity building and resources, we will work together with partners to mutually increase our awareness, knowledge and skills in relation to equality issues, especially in local contexts.



7.2 Human Resources

Concern's Human Resource Policy is committed to achieving a fair and efficient workplace through adherence to the principles and practices of equality for all our staff members. Equality underpins all Concern's Human Resource policies and practices, from recruitment right through to cessation of employment.

Concern believes that every staff member is entitled to a workplace that is fair and free from all forms of discrimination and harassment. All staff members are expected to help maintain an environment which respects the dignity of each staff member. Concern is also committed to ensuring that there is a secure environment in the field with security policies and procedures in place.

Concern is an international humanitarian organisation. Our staff members are drawn from more than 40 different nationalities. This diversity is a strength, and we are thus committed to the development of all our staff. Concern values, promotes and integrates this diversity by accommodating the differences that people bring with them (such as varied perspectives, experiences and approaches) and recognising them as resources which can enhance our work.

Concern's Human Resource Policy currently advocates the adoption of positive action programmes (see footnote 7) in the areas of recruitment, promotion, training and work experience in order to encourage particular categories to enter the workforce, remain in it and progress through it.

Regardless of location, Concern will operate under the same principles in its approach to the management of employees. This approach is:

- To respect human dignity. Such respect is fundamental to our success.

- To ensure that policies and procedures promote equality and fairness at all times, while promoting and accommodating diversity.
- To support and develop an organisational culture which demonstrates equality, caring attitudes, professionalism and integrity. This includes familyfriendly and work-life balance approaches.
- To make resources available for effective staff recruitment, development and retention strategies in line with Concern's Human Resource Policy. These will include training and performance management and will enable all staff to reach their full potential within the organisation.

Concern believes that implementing this equality policy will benefit not only individual staff members but will also enrich the whole organisation.

7.3 Public Image: Communications, Marketing and Development Education

Our public messaging is a key component in promoting our equality policy. Our materials and general communications will reflect Concern's equality goals and objectives. Our communications should, where possible, challenge stereotypes, promote equality, recognise diversity and uphold the dignity of the people portrayed.

To this end we will aim to use equality-sensitive language and images in all internal and external communications. Equality analysis will be central to the development of all marketing, fundraising, sponsorship, development education and advocacy strategies.



8. Making the Policy Work

Concern, led by the senior management team, is committed to driving forward the mainstreaming of equality in Concern, guided by the overall equality strategy which will be adapted to different contexts. Each directorate and country team will develop equality implementation strategies and targets in consultation with the equality co-ordinator. Implementation of these targets will be monitored and reviewed. This will ensure that the principles outlined in this policy are incorporated into all of Concern's work.

Although each member of Concern's staff has a role to play in delivering the core value of equality, equality 'champions' in each directorate and each country of operation will serve as a focal point for equality, raising awareness and ensuring that equality issues are addressed in the work of their team. This work will form part of the job responsibilities built into their personal development reviews. These 'champions' will be given appropriate training and will work closely with the equality co-ordinator.

9. How Will We Know We are Making a Difference? Monitoring and Evaluation

In order to ensure that our work for equality becomes more effective, steps will be taken to improve learning, documentation, monitoring and evaluation. To achieve this we will conduct a qualitative and quantitative audit to provide a baseline against which equality development throughout the organisation can be measured. The broad areas to be the subject of monitoring and evaluation will be organisational culture and ethos, human resource management, communications and anti-poverty programming.

Some of the ways in which this will be achieved include:

- Developing monitoring and evaluation systems to ensure data can be disaggregated by equality criteria, e.g. gender, age, ethnicity.
- Formulating qualitative and quantitative indicators to evaluate progress in the implementation of the policy, including comparisons with baseline audits.
- Analysing how marginalised and vulnerable groups are participating in and benefiting from projects.
- Providing a list of equality best practice to all staff members for the purposes of learning and improving the mainstreaming of equality issues into their work.
- Encouraging staff members to report their learning about equality and the equality challenges they encounter.

10. Review

Concern recognises that both internal and external environments change. Consequently the scope and content of this policy will be reviewed periodically to reflect these changes. This review process will, in line with Concern's values, be consultative and participatory in nature. The responsibility for initiating the process rests with Concern senior management and Council.

Feedback on progress towards the implementation of the policy will be a regular agenda item for senior management, directorate and other team meetings. Progress on equality will form part of regular reports to Council. Periodic equality audits will allow us to monitor the progress of the implementation of the Equality Policy.



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12. Glossary

Diversity A term used to recognise and value the differences between people and groups of people, but with no value ascribed to one difference over another.

Equal Opportunities The absence of unfair discrimination in the workplace or society as a whole achieved by implementing appropriate policies and practices. Unfair discrimination may be on the grounds of gender, race, family or marital status, ethnicity, age, sexual orientation, disability, faith or religious belief, socio-economic background, HIV and AIDS or other illness, physical appearance or political opinion, etc.

Equality The acceptance and recognition that people are entitled to equal rights and opportunities without regard to any perceived difference.

Equality of outcomes The realisation of the entitlement of all members of an enterprise to a fair share of benefits.

Equity A state of fairness to all. Equity involves recognising the differences that exist between people and the different supports and resources that each person requires. To ensure fairness, measures must often be taken to compensate for unwarranted disadvantages. Equity leads to equality.

Gender Gender refers to socially as opposed to biologically determined characteristics of women and men. They are learned, are changeable over time and vary within cultures and from culture to culture. Race, class, economic circumstance and age all influence the way in which gender roles are practised.

Mainstreaming Ensuring that equality issues are incorporated in all areas of organisational policy, strategy and action.

Positive Action A coherent package of measures, of a temporary character, aimed specifically at correcting the position of members of a target group in one or more aspects of their social life, in order to obtain effective equality (United Nations Economic and Social Council Document E/CN.4/Sub.2/2002/21 p3). Positive action means that an employer does more than ensure employment neutrality. The phrase implies that employers will make additional efforts to recruit, employ and promote qualified members of groups formerly limited or excluded.

An alternative definition is that of a managerial or administrative policy, strategy or action that aims to remedy any discrimination that has occurred in the past, is occurring in the present, or could occur in the future. Positive action means the deliberate introduction of measures to eliminate or reduce discrimination. It does not involve discriminating against a group or groups of people. Positive action is not about special treatment of one particular group but rather the fair treatment of all people. It is concerned with redressing unfair precedents.

General Policies

- Policy Statement
- How Concern Targets Countries for Poverty Elimination
- Concern's Approach to Emergencies
- Security

Approved

April 2005
August 2000
March 2002
April 2003

Programme Approach Policies

- Capacity Building
- Human Rights
- HIV/AIDS
- Advocacy
- Equality (including gender equality)
- Programme Participant Protection

April 2001
March 2002
April 2003
April 2003
December 2005
March 2004

Programme Sector Policies

- Microfinance
- Health
- Basic Education
- Livelihood Security **Resource Policies**

March 2004
March 2002
June 2003
June 2003

- Finance
- Human Resources
- Procurement Policy and Guideline Manual
- Fundraising Relationships with Companies

Various. Refer to Finance Director
April 2003
June 2004
March 2004

Programme/Project Management Policies

- Project Cycle Management
- Programme Monitoring and Evaluation

December 2002
Under preparation



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