

September 2017

This Handbook is intended as a guide for members to the internal procedures and policies of the Gender & Development Network. The Handbook is based on, and superseded by, the GADN Articles of Association and ‘GADN Structure and Division of Responsibilities October 2016’.

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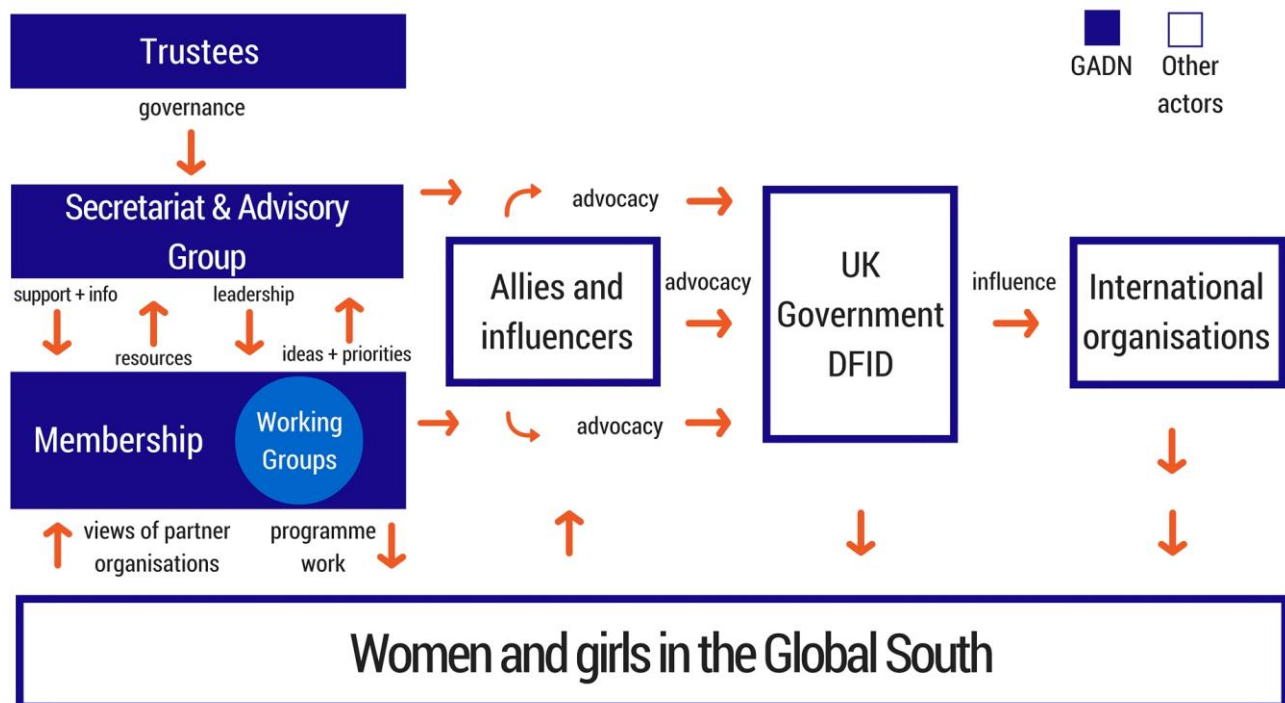
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About GADN

Vision and mission

The Gender & Development Network (GADN) brings together expert NGOs, consultants, academics and individuals committed to working on gender, development and women’s rights issues. Our vision is of a world where social justice and gender equality prevail and where all women and girls are able to realise their rights free from discrimination. Our goal is to ensure that international development policy and practice promotes gender equality and women's and girls’ rights. Our role is to support our members by sharing information and expertise, to undertake and disseminate research, and to provide expert advice and comment on government policies and projects.

GADN’s structure



Board of Trustees

Role of the Board

The Board of Trustees is legally responsible and accountable for governing the network. The Board’s primary focus is on governance and finance issues. The Trustees also approve the strategy and annual plans, prepared by the Director and Advisory Group, scrutinise the work of the network and hold management to account to ensure that plans are implemented.

The detailed powers, responsibilities and procedures related to the Board and to individual Trustees are listed in the GADN Articles of Association, articles 7-29.9. The Board’s role and procedures are also detailed in GADN’s structure.

Board composition

At any given time, the GADN Articles of Association (paragraph 27) specify that there must be a minimum of three and a maximum of 13 sitting Trustees on the Board. Trustees are on the Board in a personal, rather than organisational capacity. Information about current Trustees is available at <http://gadnetwork.org/our-team/>

Co-chairs of the Board

The co-chairs are ultimately responsible for all decisions relating to the strategic direction and governance of GADN. They lead the Board in approving the strategic plan and monitoring its implementation. The co-chairs delegate the implementation of the plan and management of the organisation to the Director, whom they also line manage.

The post of chair is currently shared by Daphne Jayasinghe and Kanwal Ahluwalia who were appointed on 1 November 2014 and re-appointed in November 2016. The co-chairs alternate chairing Board meetings. In addition, Daphne leads on Board development and Kanwal leads on managing the Director.

Chairs are selected by the Trustees. Applications for the role of Chair are open to existing Trustees and to members of the Advisory Group who have served for at least 3 months and who then become a Trustee. Chairs serve for a period of two years, which can be renewed for an additional two years with the approval of the Board.

Treasurer

The Board selects the Treasurer from among Trustees to serve for a period of two years with the possibility of extension for another two years. Where deemed necessary, the Board can decide to bring on board a new Trustee specifically for the post of Treasurer. The Treasurer ensures that the Financial Procedures are executed.

Board meetings

The Board of Trustees meets four times per year. The quorum for Trustees meetings is two or one-third of the membership, whichever is greater (Articles of Association 19.2). Under certain circumstances Trustees may take a decision outside a meeting with a two-thirds majority (Articles of Association 22.1).

Papers are sent out two weeks in advance of each meeting. Times of meetings should be flexible to allow Trustees to work around other commitments.

The cycle of issues to be discussed at Board meetings is taken from the Monitoring, Evaluation and Learning framework (see below, and [here](#) for full version):



Recruitment and removal of Trustees

The Board has responsibility for the appointment of new Trustees, with selection based on an assessment of the skills and attributes gaps within the existing Board. This responsibility is normally delegated to the co-chairs. New Trustee posts will be widely advertised and a shortlist of candidates interviewed.

New Trustees must complete declarations of eligibility and interests, which are added to a register of trustees' interests. When Trustees are appointed, the Coordinator registers them on Companies House (where they are known as Directors) and the Charity Commission websites.

Trustees are automatically retired from their positions at the end of the second Biennial Retirement Meeting that has occurred since they became Trustees (Biennial Retirement meetings take place every other meeting at which the annual accounts are presented – so in July 2016, July 2018 and so on. Thus the first term of service for some Trustees will be longer than for others - Articles of Association 28.2). Retiring Trustees can be reappointed to their positions, at a Retirement meeting, if approved by the other members of the Board. Trustees who have served two consecutive terms must take a break of at least one year barring any exceptional circumstances.

When a Trustee resigns before the end of their term, s/he must provide GADN with a resignation letter. S/he remains a Trustee until s/he is removed from Companies House and the Charity Commission by the Coordinator. A Trustee can be removed from the Board either if they miss three consecutive meetings in a row or by consensus among two-thirds of all Trustees (Articles of Association 29.8). A Trustee's place on the Board will be held open for one year after childbirth regardless of whether s/he attends meetings.

Advisory Group

Role

The role of the Advisory Group is to:

- provide advice and support to the Director in developing proposals for the Board on strategy and plans
- work with the Secretariat in executing the strategic plan, including representing the network externally where appropriate
- provide a forum for coordination among the working groups
- reflect the views of the wider membership in making proposals to the Director

The Advisory Group works with the Director on government relations work, research priorities, policy positions, topics for members meetings and supervision of activities of working groups. In addition the Advisory Group is responsible for: approving funding proposals from the working groups; approving new working group chairs; approving the formation and TOR of new working groups.

Management

The Director chairs the Advisory Group and can delegate the facilitation of meetings to another member of the Advisory Group. The Director will work closely with the Advisory Group in implementing the network's workplan, but s/he is ultimately responsible for its delivery and therefore for any decisions made. The Director has the authority to prevent members of the Advisory Group from undertaking any actions in the name of GADN that s/he considers could damage the network.

The Advisory Group meets roughly six times per year. The agenda and papers for the meeting are sent out at least one week in advance. The agenda will include discussion of:

- minutes from the last meeting and outstanding action points
- questions on Secretariat update paper
- government relations
- planning for Members Meetings
- co-ordination among working groups and working group plans

Membership of the Advisory Group

The Advisory Group is made up of members who represent their organisations, with no more than one place per organisation. Places are also available for a small number of independent consultants who represent themselves.

AG members are expected to devote time to the group as part of their normal working day so must be able to make significant time commitments. The work of the AG is crucial in executing the Network's strategy and workplan and must be able to operate effectively as a team, with all members participating. While it is recognised that AG members will need to represent the interests of their own organisations, they should not do so to the detriment of the network's objectives.

The current membership of the Advisory Group can be found on the [GADN website](#).

Recruitment and removal of Advisory Group members

The existing Advisory Group and the Director together elect all new Advisory Group members. New members of the AG are normally selected by consensus among the existing AG members, with the Director having the final say if consensus is not reached. New members are selected by existing members on the basis of the existing members' identification of gaps in the group, with AG members proposing possible names. Consideration is given to the individual skills and attributes of the candidates, in addition to the organisation that they represent. Those selected would normally be expected to have already been involved in the Network and demonstrated their commitment, usually through a working group. Traditionally, those organisations with a substantial number of staff working closely with the network have always been represented on the Advisory Group. However, since 2016 the policy has been that no organisation has an automatic place on the AG. Advisory Group members are elected for two years. After this time they are welcome to stand for re-election.

Where a member of the Advisory Group moves from their current post they must be re-approved by the AG if they wish to remain. This will normally only be granted if they continue to work in the field of gender and development in a similar way. A place on the group does not automatically go to the person who takes over their organisational post, even if the AG member had not completed their two year term. Posts can be held open for members on maternity leave by agreement of the rest of the AG.

Article 14 of the GADN Articles of Association allows Trustees to remove Advisory Group members as they see fit and/or to change the remit of the group.

Working groups

Role of the working groups

The role of working groups is to facilitate collaboration between members and bring together those working on particular topics. Meetings take place every six weeks to three months depending on the needs of the group. Outside of meetings, members share updates and resources or ask questions via their Google Groups. Each working group also has a page on the GADN website page with background information about the group's aims and objectives.

The Secretariat may provide support to the working groups as required, but the working groups are generally expected to manage their own meetings and activities. Working groups are encouraged to hold some face to face meetings to facilitate better networking and more open discussion, although a balance should be struck in also including members based outside London.

Working group membership

Members can join as many working groups as they like and as many staff from individual member organisations can join groups. Members wishing to join a working group should contact the Co-ordinator. Working groups and their corresponding email lists are only open to Members. (An exception was made so that existing members of the DFID PPA Gender Learning Group could join the newly formed Programmes group, but any new Members of this and other groups are expected to become GADN members)

Working group chairs' responsibilities

Each group has a chair or co-chairs who are responsible for drafting an annual workplan in consultation with their group members, ensuring the group meets regularly, makes progress, sets meeting agendas and reports back to the Board, Advisory Group and Secretariat on activities.

For all publications and events which the working group wishes to organise, each working group must follow the GADN working group publications and events procedure, completing a form outlining the objectives and strategy of the event or publication, and submitting this to the Coordinator for approval by the Advisory Group. The form is available from the Coordinator.

For joint advocacy targets (such as key ministers or officials), the working group chair(s) should make sure their work is aligned with the strategy of the network as a whole, and the work of other working groups and should ensure that it is discussed with the Director who has final sign off. The working group chair(s) must check with the Director that there is overall alignment around political contacts and positions, and then the working groups are free to contact decision makers or journalists or arrange other meetings or events. Prior to working group lobby meetings, members of a working group must attend a pre-meet organised by the working group.

The working group chair(s) is/are responsible for ensuring that members of the working group are satisfied with their level of involvement and with the direction of the group. Working group chairs must report back to the Director before Advisory Group meetings and Board of Trustees meetings. Working group chairs are also responsible for ensuring the group reports back at members meetings. Chairs of all the working groups also come together for a chairs' meeting every six to nine months.

Working group chairs must ensure they are using the role to represent the working group's joint views and interests and not those of the chair's organisation (if they represent one).

If the working group wishes to commission a consultant for a piece of work, they should follow the GADN guidelines for commissioning a consultant, which is a document available from the Coordinator.

Selection of working group chairs

New chairs of each working group are selected from within the group by its members. The previous chairs are delegated the authority to decide on the selection process. The Advisory Group then has final say on whether the chair is ratified in post, taking into account the needs of the network as a whole. The chair is selected for an initial two years, but can stand again as often as s/he likes. The role of chair requires an ability to devote sufficient time, and to work in a collaborative way ensuring that the needs of the network as a whole are promoted.

When a working group chair changes jobs, s/he may propose to the group that s/he would like to stay as chair if s/he will still work on the same or similar issues. If the working group agrees, the arrangement will need to be confirmed by the Advisory Group on a case-by-case basis. Where a chair resigns, an open selection processes takes place. Their post does not automatically go to someone else within their organisation. Where a co-chair is on parental leave the group can decide whether or not to keep the place open and whether to appoint a temporary replacement.

The Trustees have the authority to remove a working group chair if s/he fails to act in the interests of the Network.

New working groups

Ideas for new working groups emerge from the membership – not the Secretariat, Board or Advisory Group. For a new working group to form there must be a critical mass of members who want to work together on a particular issue. There also must be at least one or two people who are willing to take on being chairs to establish the new working group and create a workplan.

All new working groups must be approved by the Advisory Group. Members proposing a new working group should write a short proposal on the group's purpose and ideas for joint activities to submit to the Secretariat and the Advisory Group. The Advisory Group will discuss the proposal at their next meeting. Proposals will not necessarily be approved, bearing in mind the need to maintain the focus of the network.

Working group funding

Working groups have access to allocated funds in the annual budget for group activities, such as paying for a venue or printing. Bids for funds are submitted by the Working Group Chair to the Secretariat and approved by a minimum of half the Advisory Group. (An example bid can be obtained from the Coordinator). Working group applications for funds must indicate how else they are receiving support – they should try to secure funds from member organisations represented in the working group. Funds must not be allocated to one or two working groups only.

Current working groups

The chairs of each working group are listed in that group's section of the GADN website. The current working groups are listed below. Any existing members of the group can use the Google group.

Economic Justice: gadn-economic-justice@googlegroups.com

Gender and Disability: gadn-disability@googlegroups.com

Girls' Education: GADN-Education@googlegroups.com

Humanitarian: gadn-humanitarian@googlegroups.com

Programmes: gadn-programmes@gadnetwork.org

Violence against Women and Girls: gadn-vawg-wg@googlegroups.com

Women's Participation and Leadership: gadn-political@googlegroups.com

Gender & Environment: gadn-environment@googlegroups.com

Membership

GADN has both organisational and individual members who are based in the UK. A full list of our organisational members is available [on our website](#).

Joining GADN

Potential members are invited to express their interest either via a [form on our website](#) or by emailing the Coordinator.

New members receive a welcome email with upcoming events and a welcome pack; are added to GADN's mailing lists, including the newsletter, and any working group lists requested and are invited to all GADN member meetings.

Organisations: New organisations joining the network must make an application and be approved by a panel of three Trustees, including a co-chair who will have the deciding vote in the event of disagreement. This membership panel will assess whether the organisation is aligned with GADN’s vision, mission and values.

Individuals: There is no approval process for individual members – all applications are approved.

Other networks: For other membership organisations or networks, GADN offers agreed partnerships. Applications are made in the same way as for organisations, although without a membership fee.

The Board of Trustees retains the right to withdraw the membership of any GADN member who is seen to be undermining the aims and work of the network as a whole.

Membership fees

The annual membership fees are reviewed at October Board of Trustees meetings.

Concessions (student/unwaged)	£20 (per month: £1.67)
Individuals	£40 (per month £3.33)
Small organisations (annual income under £1million)	£110 (per month £ 9.17)
Medium organisations (annual income £1-19million)	£275 (per month £22.92)
Large organisations (annual income £20million+)	£550 (per months £45.831.67)

GADN does not wish to exclude anyone unable to pay our fees, so concessions can be discussed with the membership panel. Membership runs in line with the financial year (1 April-31 March).

All past Trustees, staff and volunteers are offered individual membership for free. Current and past Advisory Group members are subject to membership fees.

Overseas membership

We have recently started a pilot project on overseas membership. We seek to get a balance between including those based outside the UK, and ensuring that the essential face-to-face networking among UK-based members can continue effectively. Contact the [Coordinator](#) for more details.

The Secretariat

GADN’s Secretariat is made up of core staff members who manage GADN’s day-to-day operations, provide administrative support to the other branches of GADN and handle key projects in priority areas.

Director

The Director manages the operational work of the network. S/he manages the Secretariat, chairs the Advisory Group and coordinates the work of the different parts of the network in implementing GADN’s annual strategic plan. S/he leads in the preparation of the strategic plan and budget and their monitoring, and will take proposals from the Advisory Group and Secretariat to the Board.

Coordinator

The Coordinator provides administrative support for the Board, the Advisory Group and the Director. S/he is the first point of contact for members and the public, fielding enquiries and providing information as needed. The Coordinator also performs much of GADN's administration and day-to-day management.

Communications & Advocacy Officer

The Communications & Advocacy Officer is responsible for managing and improving the communication of GADN's work to its target audiences and members, and supports advocacy work led by the Director. S/he spends one day per week specifically on the Gender and Macroeconomics project.

Volunteer

The Secretariat is normally supported by a volunteer, who works on membership administration, social media and communications items and/or events. They can also minute meetings and do research to support working groups as required.

All paid employees are eligible to join a union. GADN's union is Unite, which covers non-profit sector workers, and has reduced rates for part-time workers.

How GADN works

Our policies

Our report, [Turning promises into progress](#), is the most comprehensive GADN position and includes an overview, introduction and seven thematic sections providing a comprehensive overview of GADN's overall approach and the positions of our working groups. There is also a summary briefing aimed at decision makers, including recommendations. More recent policy positions in specific topic areas can be found on the website.

Strategy and MEL

A three-year strategic plan, including our vision, mission, aims, objectives and values, is approved every three years. The [most recent strategic plan](#) was approved in January 2017, covering April 2017 until March 2020.

Each year the GADN Secretariat produces a workplan based on the strategy, which is signed off by Trustees and shapes GADN's priorities and activities for the year. In February GADN holds an annual strategic planning day attended by the Trustees and the Advisory Group members. Prior to this, consultation with members will have taken place at least one members meeting or more formal consultation process.

Our [current Monitoring, Evaluation and Learning \(MEL\) framework](#) was developed in 2014-15. GADN welcomes feedback from our members and other stakeholders throughout the year. We also hold more formal evaluations as part of the MEL framework.

GADN produces an activities report at the end of March each year to send to funders and members and post on the website.

Members meetings

GADN members meetings are held quarterly and focus on a chosen theme, with invited speakers to talk about their work in this area, followed by discussions. There is also space for updates from the Secretariat and a chance for members to share their plans and to network with other members.

Public events

GADN occasionally hosts public events independently or in conjunction with partners, and we are particularly keen to support Southern women's rights organisations by providing them with a platform in the UK.

Working with other networks

GADN is committed to working closely with other like-minded UK networks and is currently members of: Bond, GAPS UK (Gender Action for Peace and Security), the UK Aid Network (UKAN), the Beyond 2015 Campaign, StopAids, Bretton Woods Project and the UK SRHR Network.

We also work with the Association for Women's Rights in Development (AWID), the African Women's Development and Communication Network (FEMNET) and Development Alternatives with Women in a New Era (DAWN), amongst others.

Communications

Website

GADN's website address is www.gadnetwork.org

Emails

Emails for GADN staff are:

Director: Jessica Woodroffe (jessica.woodroffe@gadnetwork.org)

Coordinator: Kady Billington-Murphy (kady@gadnetwork.org)

Communications & Advocacy Officer: Marion Sharples (marion@gadnetwork.org)

Newsletter

GADN sends out a monthly newsletter to members and those who have signed up via the website. Items for the newsletter should be sent to the Coordinator via email.

Social media

Twitter: GADN uses its [Twitter account](#) to advertise our meetings, job vacancies and newsletters and to share news stories and events relevant to GADN's membership and role. GADN's Twitter handle is @GAD_Network

Facebook: GADN uses its [Facebook profile](#) to share news stories with its members and followers.

Address and phone numbers

GADN's office is housed at ActionAid. The mailing address and phone number to contact GADN is:

Gender & Development Network
c/o ActionAid
33-39 Bowling Green Lane
London EC1R 0BJ
+44 (0) 203 122 0609

Publications and events

GADN produces a range of publications and other resources such as briefings, reports and position papers. These publications are aimed at a variety of audiences that may include government, other NGOs and colleagues in the development sector or members of the public.

Publications and events procedure

All GADN publications and events, whether produced by the Secretariat or any of the working groups, must follow GADN's established procedure, available from the Coordinator. Publications must also comply with GADN's house style (see below). Most publications include the disclaimer, included in the standard policy briefing format, that the paper does not necessarily represent the views of all members of the working group in question or of GADN's membership in order to avoid lengthy sign-off procedures for each member.

Publication types

GADN produces a variety of publications aimed at different audiences and with different goals. Each type serves a particular purpose and entails specific formatting and tone considerations.

Briefings: These are short, informative pieces that are usually no more than 12 pages and focus on a specific topic. They do not necessarily represent an agreed GADN position, and contain a disclaimer stating that contents do not necessarily represent all GADN members. They are available to the public on GADN's website.

Reports: Periodically, GADN produces major thematic reports with input from its membership and working groups. The writing and editing process for these reports will be managed by the Secretariat.

Position papers: Discussion, framing, policy, and position papers that act as submissions to external bodies such as government ministries and international institutions may be produced by the Secretariat or by one or more working groups. These represent agreed GADN positions but may not necessarily be made public on GADN's website.

Open letters and letters to decision makers

Letters in GADN's name go from the network as a whole and do not list all members. (These can go either from the GADN Director or working group chairs.) No member's name should be used without explicit permission. All such letters must be approved by the Director, who can delegate this responsibility if needed.

Occasionally letters from working groups will go in the names of the working group member organisations, signed initially by the Chairs of the working groups. These must also be approved by the Director.

Style guide

All GADN publications must be written according to GADN's house style, as elaborated in the [style guide](#), available on our website. The style guide covers format, tone, referencing and design. This helps GADN to produce publications that are authoritative, rigorous and recognisable. Publications will also be subject to peer review and editing by the Research Officer, the Director or a member of the Advisory Group.

GADN has Word templates that are used for briefings and reports that are available from the Coordinator.

Dissemination

As part of the publications procedure consideration should be given to the purpose and dissemination of all publications. The most up-to-date version of GADN's dissemination list for publications is available from the coordinator.

All publications will be put on the website.

Finance and funding

The annual budget is prepared in March. GADN's core reserves policy is four months' running costs, as agreed by the Board of Trustees. GADN has a community interest account with Cooperative Bank.

Human resources

GADN employees are based at ActionAid, which provides office space as an in-kind contribution. GADN's office-based staff are subject to ActionAid's health and safety policies.

GADN is a separate legal entity from ActionAid; however, the GADN Board has chosen to follow ActionAid's human resources policies unless the Board has agreed specific alternative policies.

Consultants

For consultancy work amounting to less than £3,000, either the Director, or the chair of the working group commissioning the work and the Director can select a consultant. The GADN Director can delegate selection to an Advisory Group member if required.

For more than £3,000 worth of consultancy work, there must be a formal and transparent process in commissioning a consultant. The Terms of Reference should be written by the Director or by the chair of the working group in question and agreed with the GADN Director (who may delegate the sign-off to an Advisory Group member). The consultancy is advertised through the network at least ten days before the deadline for applications. The chair of the working group and/or the Director has the ultimate decision on the selection process, but may delegate the decision to members of either the Advisory Group or working group.

Every consultant must have a contract before starting work. Standard fees are inclusive of VAT and expenses unless stated otherwise.

For working groups commissioning consultants, they must follow the GADN guidelines for commissioning consultants, a document available from the Coordinator.

Trustees as consultants

A Trustee or a person who is connected with a Trustee can be paid for their work as a Consultant (see Articles of Association 4.4.3). Not more than half of the Trustees in any financial year may be paid as Consultants. It does not, however, cover payments to anyone for acting as a Trustee, nor services performed by a Trustee under a contract of employment with GADN. According to Article 23.5 of the GADN Articles of Association, the Trustee interested in the consultancy work must take part in the decision-making process only to such extent as in the view of the other Trustees is necessary to inform the debate. The interested Trustee must not be counted in the quorum for that part of the process and must withdraw during the vote and have no vote on the matter. The Coordinator must be informed when any Trustee is being considered as a consultant for GADN to ensure that the stipulation above is fulfilled.

Recruitment

Staff

Staff positions are advertised through the GADN newsletter, the general mailing list, on Bond's free mailing list, websites like Charity Job, GADN's own social media and mailing lists for gender and development masters programmes at the London universities, including SOAS, UCL, Kings and LSE.

Volunteer

Volunteer positions are advertised through the GADN newsletter, the general mailing list, on Bond's free mailing list, websites like Charity Job, GADN's own social media and mailing lists for gender and development masters programmes at the London universities, including SOAS, UCL, Kings and LSE.

Volunteers can claim £12 a day expenses for travel and lunch. Volunteers should submit receipts and an expense form. GADN does not have a paid intern programme, but strives to be flexible so that those in paid employment or education can also volunteer with us.

Legal status

Legal details

GADN is a company limited by guarantee and a registered charity, and is governed by its Memorandum and Articles of Association. Company Number: 6975360; Charity Number: 1140272 Date of incorporation as a company limited by guarantee: 28 July 2009; Amendment to Memorandum and Articles of Association: 4 February 2011; Date of registration as a charity: 8 February 2011.

GADN's official [Articles of Association](#) can be found on our website. The articles formally elaborate the powers and responsibilities of GADN's Trustees, Advisory Group members, Director and other staff.

GADN's [structure and division of responsibilities](#) was approved by the Board of Trustees in June 2012 and updated in October 2016.

Legal reporting requirements

The Board of Trustees is ultimately legally responsible for ensuring GADN meets its reporting and other legal obligations in a timely manner.

- **PAYE annual return (P35, P14, P11, P32 and P60)** is due by **19 May** each year, must be filed online with HMRC. Every time an employee starts or leaves, GADN will have a form to file, depending on the circumstances (typically P45 or P46).
- **Annual return of directors** is done on the anniversary of GADN's incorporation as a private limited company (**29 July**). It is a simple task of confirming the list of directors (trustees) on Companies House.
- **Trustees Report and Financial Statements** is due within 9 months of the year end (so by **31 December**). Broadly speaking, an independent examination is needed if gross income is between £10,000 and £500,000 and an audit is needed where the gross income exceeds £500,000. This is filed with Companies House and the Charity Commission.
- **Corporation tax return** is filed online with HM Revenue. Any tax payable is due 9 months and one day after year end (so by **1 January**) following the accounts year end. The return has to be filed within 12 months of the year end.