

September 2023

*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 The Handbook is based on, and superseded by, the GADN Articles of Association.*

<b>About GADN .....</b>	<b>1</b>
<b>Vision and mission.....</b>	<b>2</b>
<b>GADN’s structure.....</b>	<b>2</b>
<b>Board of Trustees .....</b>	<b>3</b>
Role of the Board.....	3
Board composition .....	3
Recruitment and removal of Trustees .....	3
Co-chairs of the Board.....	4
Treasurer .....	4
Trustees as consultants .....	4
Board meetings .....	4
<b>Advisory Group .....</b>	<b>5</b>
Role.....	5
Management .....	6
Composition .....	6
Recruitment and removal of Advisory Group members.....	6
<b>Working groups.....</b>	<b>7</b>
Role of the working groups .....	7
Working group membership .....	7
Working group chairs’ length of office.....	8
Selection of working group chairs.....	8
New working groups .....	9
Working group funding .....	9
Current working groups .....	9
<b>Women of Colour Forum .....</b>	<b>9</b>
<b>Membership.....</b>	<b>10</b>
Joining GADN .....	10
Membership fees .....	10
Overseas Supporters .....	10
<b>The Secretariat.....</b>	<b>11</b>
Director.....	11
Coordinator .....	11
Head of Policy.....	11
Communications and Policy Officer .....	11

Volunteer.....	11
<b>How GADN works.....</b>	<b>11</b>
<b>Our policies.....</b>	<b>12</b>
Strategy and MEL .....	12
Members meetings .....	12
Public events .....	12
Working with other networks .....	12
<b>Communications .....</b>	<b>12</b>
Website .....	13
Emails .....	13
Social media .....	13
Address and phone numbers .....	13
<b>Publications and events.....</b>	<b>13</b>
Publications and events procedure.....	13
Publication types .....	13
Open letters and letters to decision makers.....	14
Style guide .....	14
Dissemination.....	14
<b>Finance and funding .....</b>	<b>14</b>
<b>Human resources .....</b>	<b>14</b>
<b>Recruitment.....</b>	<b>15</b>
Staff .....	15
Volunteer.....	15
Consultants.....	15
<b>Legal status .....</b>	<b>15</b>
Legal details.....	15
Legal reporting requirements .....	15

# About GADN

## Vision and mission

The Gender & Development Network (GADN) is an influential network of UK-based NGOs and leading experts working with partners worldwide to put gender equality and women's rights at the heart of international development.

Our vision is of a world defined by social justice and gender equality where women and girls everywhere are able to claim and enjoy their rights, and live free from oppression, prejudice and discrimination.

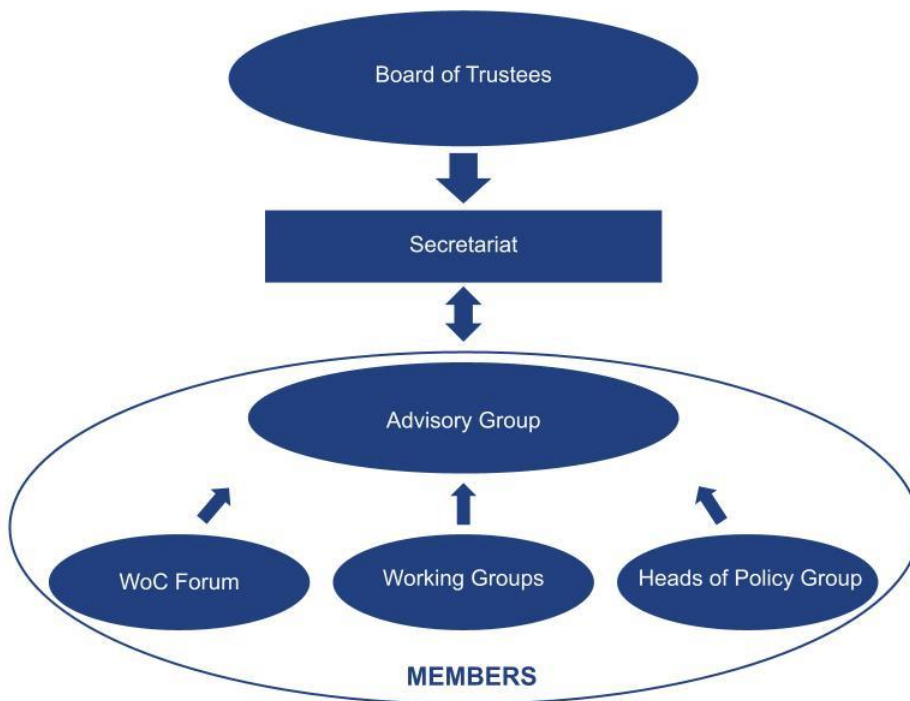
Our goal is to promote gender equality and the rights of women and girls in the Global South who face multiple and intersecting forms of discrimination, putting their voices and priorities at the centre of policy making.

Our understanding is that change happens by influencing and challenging those with power, and also by building collective, positive power by working in alliances. As a network, we build and support collaboration among our members to maximise our combined influence. We recognise that how we work is important, pushing ourselves to be more feminist and anti-racist and adapting our methods to reflect new learning.

Our commitment as a feminist organisation is to challenge and change the unequal power relations created by patriarchy, white supremacy and colonialism that frame and shape our work. We recognise and seek to disrupt the intersecting oppressions and discrimination that shape the lives of women and girls in different ways. As an organisation located in the UK, we acknowledge our responsibility to hold the UK government to account for colonial legacies, and to challenge the international economic systems that perpetuate inequality. In promoting alternatives, we strive to be led by the analysis and demands of feminist organisations and movements in the Global South.

GADN also recognises that power shapes women's lives in different ways as a result of the intersecting discriminations they face; whether it is their class, race, age, religion, caste, disability or health status, sexual orientation, gender identity, or whether they are cis or trans women. In particular we need to address the way in which colonialism has shaped the UK context in which we work.

## 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](#).

### 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/>

### 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 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 serve for a term of three years, with an option of standing for re-selection for a second term only. They will stand down or stand for re-selection at the first Board Meeting after their three year anniversary.

The Co-Chairs and Treasurer are selected in those roles for two years, with an option for re-selection for a second term only. They will stand down or stand for re-selection at the first Board meeting after their two year anniversary as Chair/Treasurer. They can continue to serve their full term as Trustee.

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 websites 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 they attend meetings.

### **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 co-chair is occupied by Disha Sughand who was appointed on 26 October 2018 and Piyumi Samaraweera who was appointed on 19 July 2022. Co-chairs alternate chairing Board meetings. In addition, Disha leads on managing the Director.

Chairs are selected by the Trustees from among Board members. 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 the Trustees to serve for a period of two years with the possibility of standing again 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.

### **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.

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



## Advisory Group

### Role

The Advisory Group, with the Secretariat, helps to shape strategy and implement plans through the Working Groups or as part of their own organisational work. The Advisory Group provides a key linkage between the governance and management functions of the network and supports the Secretariat to ensure that the network's work is consistent with its aims and policies. The Advisory Group members may be invited to attend Trustee meetings including the annual Strategy Day with the Trustees.

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
- support the Secretariat in coordinating the working groups and other parts of the network

- reflect the views of the wider membership to the Secretariat and Board

## 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 at least every six months. The agenda and papers for the meeting are sent out at least one week in advance. The agenda will follow a set format.

## Composition

The composition and procedures of the Advisory Group were revised by the Co-Chairs in June 2021, following discussion with the existing Advisory Group and the wider membership.

The main aim of the restructure was increasing transparency and representation, while at the same time ensuring that the group has sufficient skills, expertise and current knowledge of the UK government to continue to carry out its four roles listed below. The main area of change will be in the composition and selection processes.

The Advisory Group is constituted so that it includes up to nine members, along with GADN staff:

- 2 organisations from the Heads of Policy group
- 2 Co-Chairs of Working Groups – agreed by the Chairs of working groups
- 2 Co-Leads of the Women of Colour Forum – agreed by the Women of Colour Forum
- Up to three co-opted members chosen by the Secretariat to ensure the group has sufficient expertise on our priority areas, this could include for example a feminist we work closely with from the global south.

## Recruitment and removal of Advisory Group members

Members will be appointed for two years, at which point they are able to re-stand. In order to create a staggered cycle of appointments, the Secretariat can extend the initial period of up to four Advisory Group Members if necessary.

Members from the Heads of Policy and Chairs of Working Groups will be there as representatives of their organisations (where applicable), as well as their group (where applicable). However, if they leave they do not automatically hand over the role to someone else in their organisation. It may be necessary on occasion to have more than one person from the same organisation.

The Director will have the ultimate say in the selection of members of the Advisory Group. Article 14 (of GADN's Articles) allows Trustees to remove Advisory Group members.

## Heads of Policy Group

The Heads of Policy Group was established in response to requests from Members. It contains the Policy or Advocacy leads of GADN's larger member organisations who are actively undertaking advocacy towards the

Foreign Commonwealth and Development Office in relation to Gender Equality and Women's Rights. It coordinates advocacy with the Secretariat.

## 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, as well as a private Members' Area where documents and resources are shared by the Co-Chairs.

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 Coordinator. Working groups and their corresponding email lists are only open to members.

Each group has a chair or co-chairs, who are asked to sign a terms of reference (TOR) which form an agreement with the Advisory Group and which contains a full list of roles and responsibilities.

Co-chairs 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. They will be expected to provide a report to the Coordinator each quarter in time for the Board meeting.

For any 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 or online through the Working Group Chairs Area.

For any joint work with 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. 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 just 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 or online through the Working Group Chairs Area.

### **Working group chairs' length of office**

Working group chairs are selected for a period in office of two years. After this time, they are eligible to stand for re-selection

When a working group chair changes jobs, s/he may request to remain as chair. 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 process takes place (see below). Their post does not automatically go to someone else within their organisation even if they have not yet completed their two year term.

Where a co-chair is on parental leave the group can decide whether or not 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.

### **Selection of working group chairs**

New chairs of each working group are selected from within the group by its members. The previous chairs work with the Secretariat on the selection process. The Secretariat then has final say on whether the chair is ratified in post, taking into account the needs of the network as a whole.

#### **Procedure for co-chairs in selecting new working group chairs**

1. Inform the Coordinator that you will be starting the process of selecting a new working group chair and discuss with the Director any concerns you have about the capacity of the group moving forward.
2. Advertise the available co-chair position to your working group – send a brief description of what being a co-chair entails including that 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. Set a deadline for applications and ask prospective candidates to send a brief biography and summary of why they are suitable for the post. Explain that the post is only open to existing working group members. If a co-chair is re-standing, then let others know this.
3. If you only receive one application and are happy with this candidate, circulate the candidate's biography to your membership and request any objections. Once the deadline has passed, if no objections are made, send the biography to the Coordinator requesting Advisory Group approval.
4. If you receive more than one application, ideally, you may find that a conversation among the candidates leads to agreement that some candidates will stand down. This can be preferable to ensure good relations among working group members. However, if a vote is needed the shortlisted candidates will then be put forward to a vote from the members of your working group. How you facilitate this vote is at your discretion. Once the vote is completed, send the biography to the Coordinator requesting approval.
5. The Coordinator will seek approval from the Secretariat. Once this is received, s/he will inform the existing co-chairs and the candidate. The Coordinator will also send a welcome email, with the Terms of Reference and other paperwork, to the new Co-chair.

6. If the Secretariat does not approve the candidate, the reasons will be shared, and the selection process will begin again.

## New working groups

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 (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. GADN has few resources so Working groups are expected to raise funds from their members first where possible.

## 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](mailto:gadn-economic-justice@googlegroups.com)

**Humanitarian:** [gadn-humanitarian@googlegroups.com](mailto:gadn-humanitarian@googlegroups.com)

**Programmes:** [gadn-programmes@gadnetwork.org](mailto:gadn-programmes@gadnetwork.org)

**Violence against Women and Girls:** [gadn-vawg-wg@googlegroups.com](mailto:gadn-vawg-wg@googlegroups.com)

**Women's Participation and Leadership:** [gadn-political@googlegroups.com](mailto:gadn-political@googlegroups.com)

**Gender & Environment (paused):** [gadn-environment@googlegroups.com](mailto:gadn-environment@googlegroups.com)

**Gender and Disability (paused):** [gadn-disability@googlegroups.com](mailto:gadn-disability@googlegroups.com)

**Girls' Education (paused):** [GADN-Education@googlegroups.com](mailto:GADN-Education@googlegroups.com)

**Preventing Sexual Exploitation, Abuse and Harassment (paused):** [gadn-safeguarding@googlegroups.com](mailto:gadn-safeguarding@googlegroups.com)

## Women of Colour Forum

As part of our commitment to a more critical understanding of race, post-coloniality and intersectionality within international development discourse and practice, GADN has supported the creation of a women of colour-only space for those working in the UK aid sector. GADN recognises that women of colour need their own spaces to gather and be free from mainstream marginalisation and discrimination so often found in places of work and across British society more broadly. The Forum is run by a small group of volunteers from within the membership. There is a Women of Colour Forum mailing list, administered by the Coordinator, and meetings are also publicised in the weekly notices.

## 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](#). Organisational membership is only open to civil society organisations (Private consultancy firms and funding organisations are not eligible for organisational membership).

### 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:** Organisational membership is open to civil society organisations based in the UK who support GADN's vision and role. Membership applications for organisations are made by completing an online form. A panel of two-three members of the Board of Trustees consider applications on a monthly basis.

**Individuals:** Membership of GADN is open to UK based individuals who support our vision and role.

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

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 Supporters

As the Network is primarily UK based and frequently has face-to face meetings in order to facilitate direct contact and support among members, membership is only open to those based in the UK. Individuals and organisations who are based outside of the UK, and who promote gender equality and women's rights in their professional and/or personal lives, are welcome to become Overseas Supporters. Virtual participation is possible but may not always be available or appropriate. As a result, Overseas Supporter fees are offered at a reduced rate.

Overseas Individuals **£5 per year**

## 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.

### Head of Policy

The Head of Policy leads policy analysis and advocacy on agreed policy areas, building international alliances, and managing GADN's relationship with funders and partners. S/he spends part of her week specifically on the Feminist Reframing of Macro-level Economics (REFRAME) Project.

### Communications and Policy Officer

The Communications and Policy Officer works partly on the REFRAME projects, and partly on GADN's core advocacy work, providing support on communications, policy and advocacy. This involves ensuring that GADN's outputs are effectively communicated to our target audiences, as well as supporting GADN's international advocacy work.

### 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

### 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 2023, covering April 2023 until March 2026.

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 for the GADN 2023-26 Strategy. 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), 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](http://www.gadnetwork.org)

## Emails

Emails for GADN staff are:

**Director:** Jessica Woodroffe ([jessica.woodroffe@gadnetwork.org](mailto:jessica.woodroffe@gadnetwork.org))

**Coordinator:** Katie Frank ([katie.frank@gadnetwork.org](mailto:katie.frank@gadnetwork.org))

**Head of Policy:** Sophie Efangé ([sophie.efange@gadnetwork.org](mailto:sophie.efange@gadnetwork.org))

**Communications & Policy Officer:** Yamina Ouldali ([yamina.ouldali@gadnetwork.org](mailto:yamina.ouldali@gadnetwork.org))

## 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.

**LinkedIn:** GADN uses its [LinkedIn profile](#) to share its job adverts.

## 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

## 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 and can be found at: <https://gadnetwork.org/resources>

### 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.

### 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.

**Submissions and 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 Policy Manager, 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.

## 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.

The GADN Board is in the process of recognising the UNITE union.

## Recruitment

### Staff

Staff positions are advertised through the GADN Weekly Notices; 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 Weekly Notices; 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.

### Consultants

The selection of a consultant must be approved by at least two of: the Director, the Policy Manager, the Chair of a working group or a Chair of GADN. Every consultant must have a Terms of Reference and 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 available from the Coordinator.

## 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 2021.

### 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.

- **Annual return of directors** is done on the anniversary of GADN's incorporation as a private limited company (**29 July**). It confirms the list of directors (trustees) to Companies House.
- **Trustees Report and Financial Statements** is due within 9 months of the year end (so by **31 December**). This is filed with Companies House and the Charity Commission.