

Feminist/She Policy

BANGLADESH DISABLED DEVELOPMENT TRUST



SUBMITTED BY
CREATIVE PATHWAYS BANGLADESH

❖ FEMINIST/SHE POLICY OF BDDT-2025



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1. Introduction

Bangladesh Disabled Development Trust (BDDT) is committed to fostering an inclusive, equitable, and gender-just environment across all levels of its work. Rooted in the values of dignity, non-discrimination, and intersectionality, this policy aims to mainstream feminist principles within BDDT's operations, governance, and service delivery. Recognizing that persons living with disabilities, particularly women and gender-diverse individuals, often face compounded forms of exclusion and marginalization, BDDT acknowledges the urgent need to adopt a transformative feminist lens that challenges power imbalances and promotes systemic change.

Gender-based discrimination, towards women in particular, is one of the most pressing issues in the world today. Through implementing policies and taking action, BDDT will utilize all of its resources to ensure gender equality and equity, and that there is no sex-based discrimination in any level.

Aligned with the objectives of the **Feminist Opportunities Now (FON)** initiative, the Feminist/She policy serves as a guiding framework to ensure that gender equity is not only an organizational value but a lived reality. It builds upon BDDT's longstanding mission to uphold human rights and facilitate the full and meaningful participation of all individuals, including those who have been historically excluded due to gender and disability.

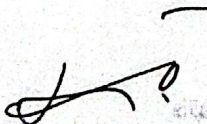
2. About BDDT

The Bangladesh Disabled Development Trust (BDDT) is a registered non-governmental and voluntary organization dedicated to advancing the rights and well-being of Persons with Disabilities (PWDs) in Bangladesh. Its core interventions include the provision of training, rehabilitation services, educational support, employment facilitation, promoting human rights and good governance, Income Generating Activities (IGAs), menstrual hygiene and emergency response during disasters or any humanitarian emergency. BDDT is registered under the NGO Affairs Bureau in accordance with the Foreign Donation (Voluntary Activities) Regulation Rules 1978 (Registration No. 2429, dated 28 April 2009) and under the Trusts Act of 1882 (Reg. No. IV 22, dated 26 July 2007). The organization is governed by a Board of Trustees, which functions as its apex policymaking authority.

BDDT operates at the community level to promote and protect fundamental human rights, with a particular emphasis on enhancing the quality of life for persons with disabilities and other marginalized populations, including the disadvantaged, distressed, and socially excluded. As a resource organization, BDDT is committed to identifying and mobilizing available resources to support the advancement of PWDs. Leveraging its extensive experience, the organization adopts innovative strategies and inclusive approaches to strengthen and sustain the disability rights movement in Bangladesh.

2.1. Mission, Goal and Philosophy

The mission of BDDT is to develop the lives of persons with disabilities, women and disadvantaged groups through the promotion of awareness, advocacy, information, rights, and opportunities and to be contributive towards a barrier-free environment for all. BDDT believes PWD's are not sporadic being in society. An integrated development approach with nondisabled people can change their lives.


Md. Moniruzzaman Khan
Managing Trustee
Bangladesh Disabled Development Trust


Rahnuma Ara Khan Majlis
Chairman
Bangladesh Disabled Development Trust



3. BDDT Feminist/She Policy Statement

Despite progress in disability inclusion, gender inequality remains deeply embedded in social, institutional, and organizational structures. Women and gender-diverse persons with disabilities face intersecting forms of discrimination, limiting their access to resources, leadership, and decision-making spaces. Within BDDT, there is a growing recognition that without a deliberate feminist approach, efforts toward inclusion may remain incomplete or inequitable.

BDDT is committed to promoting gender equality and social justice by integrating feminist principles into its organizational policies, practices, and culture. This policy ensures that all individuals regardless of gender, ability, or identity have equal rights, opportunities, and voice within the organization and its programs. Through this feminist approach, BDDT aims to foster an inclusive, safe, and empowering environment for everyone, especially women and gender-diverse persons with disabilities.

4. Purpose, Goal and Objectives

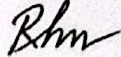
The purpose of the Feminist/She Policy is to create a clear vision for the organization in terms of what it would like to achieve for gender equality, intersectionality and inclusive values. It also aims to ensure that feminist values are central to BDDT's operations, programs, and governance.

The overall goal is to institutionalize gender-responsive, inclusive, and feminist practices across BDDT's structures and interventions.

4.1 Objectives

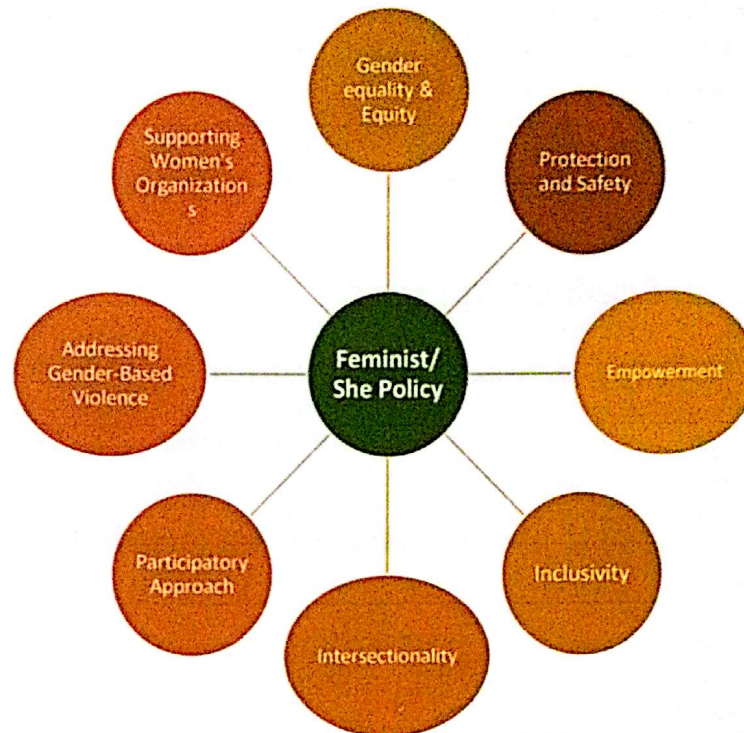
- To clearly define the principles and appropriate measures to guide BDDT staff in their work with a clear direction to integrate feminist values into BDDT's policies and operation (governance, and program design)
- To develop an Inclusive organizational culture that demonstrates BDDT's commitments towards gender equality and women's empowerment.
- To ensure equitable participation and leadership of women and gender-diverse Person with disabilities in all organizational processes.


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5. Guiding Principles




Gender Equality and Equity	A core goal is to establish equal rights and opportunities for men and women in all areas of public and private life.
Protection and Safety	Focuses on ensuring women's security and safety, especially in areas like state, social, and family life.
Empowerment	Aims to empower women and girls to assert their rights and participate fully in society.
Inclusivity	Recognizes that men and boys also play a role in achieving gender equality and promotes their involvement in relevant projects.
Intersectionality	Recognizes that gender intersects with other social categories like race, class, and sexual orientation, and addresses inequalities faced by marginalized women.
Participatory Approach	Involves women and girls in the planning, implementation, and evaluation of policies.
Addressing Gender-Based Violence	Prioritizes efforts to end violence against women and girls, including sexual violence.
Supporting Women's Organizations	Supports civil society organizations that work for women's rights and gender equality.

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6. Scope of the Policy

This policy is applicable to all BDDT employees. For this policy, 'employee' is defined as anyone who works for or on behalf of BDDT, either in a paid or unpaid capacity. This, therefore, includes directly employed staff, trustees, contractors, employees, and volunteers of sub-contractors, agency workers, consultants, volunteers, interns, and all visitors to BDDT work programs and offices.

It also covers implementing partners whom we fund, and who we expect to work under the policy as a condition of their involvement with BDDT.

7. Organizational Feminist Approach

BDDT believes in creating an inclusive, equitable, and safe environment for all staff, volunteers, and stakeholders. A feminist approach is reflected through our workplace practices, support systems for different genders, capacity development initiatives, and fair resource distribution. Below are the key components of BDDT organizational feminist approach:

7.1. Gender Mainstreaming: Gender perspectives integrated into all policies and programs

BDDT is committed to integrating gender equality and sensitivity into all policies, programs, and practices. This ensures that all individuals, regardless of gender identity have equal access to opportunities and resources.

- Include gender analysis in all project planning and implementation.
- Ensure equal participation of women, men, and gender-diverse individuals in decision-making.
- Promote gender-balanced recruitment, retention, and promotion at all levels.
- Monitor progress with gender-specific indicators and tools.
- Strengthen internal coordination on gender mainstreaming across departments.

7.2. Work Place Practices: Safe, accessible facilities for all genders

BDDT aim to foster a safe, respectful, and inclusive work environment for all, regardless of gender, class, disability, or background.

- Encourage positive, respectful interaction among staff from all genders and backgrounds.
- Promote gender-sensitive communication and workplace behavior.
- Ensure safety, accessibility, and inclusivity for all staff and volunteers.
- Provide gender-neutral grievance systems, including complaint boxes and anti-harassment guidelines.
- Ensure special support and comfortable arrangements for pregnant and lactating staff.

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- Prioritize accessible infrastructure for persons with disabilities.

7.3. Specific facilities for women

BDDT supports the unique needs of women through a range of services that enable their participation and wellbeing in the workplace.

- Provide childcare (4 months to 2 years) corner/ space, dedicated washrooms, prayer and nursing rooms.
- Allow 6 months of paid maternity leave (for up to two children), with scope for additional unpaid leave as per physician's advice.
- Offer flexible working hours and remote work options during pregnancy and postpartum periods.
- Ensure safe transport and secure accommodation, especially during field visits.
- Allow extra leave for child illness or medical emergencies.
- Provide 2-hour lunch breaks for breast-feeding mothers, if child care facilities is unavailable.
- Facilitate access to childbirth-related healthcare costs and allow provident fund withdrawal for such needs.

7.4. Specific facilities for men

BDDT recognizes the role of male staff in caregiving and supports their parental responsibilities.

- Allow 15 days of paid paternity leave (for up to two children).
- Permit male staff to use childcare facilities when accompanying their children with caregivers.
- Review transfer policies to accommodate male staff during their spouse's pregnancy or postpartum period.

7.5. Capacity Building: Training and awareness-raising on feminist values

BDDT is committed to invest in continuous learning to promote gender equality, address violence, and enhance inclusive leadership across the organization.

- All staff and volunteers must receive basic orientation on gender, disability inclusion, protection from sexual exploitation and abuse and child protection.
- Raise awareness on sexual and gender-based violence (GBV) prevention through discussions
- Provide specialized training for field-level staff and volunteers on respectful behavior and inclusive practices.
- Encourage women's leadership and increase female representation in decision-making roles.
- Establish women-led groups such as Women Human Rights Defenders (WHRD).

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- Train interview panels and HR teams on gender-sensitive hiring and assessments.
- Raise awareness among male staff about the importance and purpose of paternity leave.

7.6. Budget Allocation for gender-focused activities

BDDT must ensure that gender-related priorities are financially supported through designated funds and fair resource distribution.

- Allocate a specific annual budget for gender equality and diversity initiatives.
- Organize relevant training programs (e.g., Code of Conduct, Sexual Harassment, Safeguarding, Team Building).
- Appoint responsible staff to monitor and follow up on gender action plan implementation.
- To ensure gender equity and inclusivity in program implementation, all projects must incorporate a **Gender Budget** during the planning and proposal development phase. This budget must be explicitly discussed and negotiated with donors and include allocations for addressing gender-specific needs e.g. Maternity and Parental Leave Coverage, Childcare Support, Menstrual Health Support, Gender-Based Violence (GBV) Safeguarding etc.
- Track and report on gender-related expenditures and progress as part of accountability mechanisms.

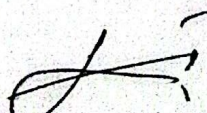
8. Human Resource, Job Description and Recruitment

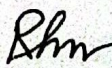
BDDT is committed to creating fair and inclusive recruitment, job descriptions, transfers, and leave policies where everyone has equal opportunities regardless of gender or ability. We aim to remove any existing imbalance and actively promote gender equity across all HR practices.

- Give priority to hiring qualified women and persons with disabilities, especially in leadership and management roles.
- Clearly state in job circulars: ***“Women and Persons with Disabilities are strongly encouraged to apply.”***
- Gender sensitivity will be considered during written exams and interviews for all job positions.
- Recruitment & interview questions must include topics related to gender & cultural sensitivity, for BDDT to have an idea about the perspectives and mentality of Candidate towards gender diverse population.
- Ensure a minimum number of women are included in board-level and senior management roles.
- Encourage more female volunteers/interns/Part-timers to join BDDT's programs
- Organize orientation sessions monthly or Once in every two months for all staff on Code of Conduct, gender, and diversity.
- Interview panels will have both men and women, and all questions must be respectful and free from gender, class, or race bias.

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- Actively include qualified women in departments that have mostly male staff.
- All job notices will include gender equity as a core recruitment value, and interview questions will reflect this.
- Avoid placing women staff in roles or locations that may pose safety risks.
- Prioritize hiring skilled women and persons with disabilities based on their qualifications rather than fixed quotas.
- All staff must be oriented on the polices and Feminist principles of BDDT upon their joining at work.

9. Monitoring and Review: Regular evaluation of policy implementation

- A gender audit should be conducted at the end of each year. And the policy implementation progress will be communicated to all through a report.
- Introduce the "Gender Focal" person for monitoring and dealing with gender-related topics.
- Establish a stronger and clearer complaints system that addresses cases of sexual harassment and abuse in the workplace
- Ensure confidentiality of the victims and the whole legal process through which the complaints are resolved.
- A clear referral pathway that all gender identities can avail of if necessary and development of anti-harassment guidelines.
- Take all measures to prevent and respond to all forms of sexual harassment and violence, and sexual exploitation and abuse of children and vulnerable adults, and effective systems for reporting and monitoring.
- Ensure that all work is continuously monitored against feminist principles.
- In order for the policy's standards to be upheld at the organizational level, accountability mechanisms should be put in place and followed up on. All trustee, project staff, partners and field-level offices will extend all possible cooperation and assistance in the functioning of the feminist/She policy.
- In every three years the policy will be reviewed.

10. Implementing Guideline: Clear steps for translating policy into action

Specific plans should be prepared for the implementation of the Gender Policy in a phased manner. The Trustee board and Gender Focal Person will be responsible to facilitate the implementation of the Feminist/She Policy. The following strategies will be adopted to ensure effective implementation of the policy:

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10.1. Process of implementing the policy

- The Trustee Board will lead the implementation and monitoring of the Feminist/She Policy. They will coordinate with different departments, field offices, and project teams to plan activities and ensure feminist approach is integrated in all areas.
- All departments and field offices must support and cooperate with the Trustee Board to carry out this work effectively.
- **Dedicated Gender Focal Person** (Preferably Female Staff) in head office will work closely with all the field and project offices. These roles will usually last for two years but may be extended, if needed.
- The Trustee Board will regularly meet with all Gender Focal Person—at least once every month to review progress, identify challenges, and discuss ways to reduce gender inequality.
- The Gender Focal Person will submit a brief report every six months, in a format suggested by the Trustee Board, outlining gender-related progress and issues.
- A Zero Tolerance Policy for sexual harassment will be enforced throughout the organization and programs, with support from the Gender Focal Person.
- A **confidential complaint box** will be available for reporting any incidents of sexual harassment or gender discrimination, ensuring privacy and protection for the person reporting.

10.2. Gender-Sensitive Initiatives in Response

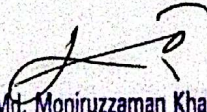
- Women and child-friendly spaces to be separate from physical space for men, and separate lines for men, women and the elderly during relief distribution.
- Promote deployment of female staff and volunteers for deployment during response and recovery.
- Give priority to aged, disabilities and female beneficiaries first during service providing programs.
- To ensure proper care and sensitivity towards stigmatized groups, such as transgenders and sex workers, and overcome any religious, social or cultural stigmas in staff.
- Increase the number of skilled female volunteers to reach out to the maximum level of the female population of rural areas in projects regarding health and hygiene.
- Motivational Programs, Seminar, Discussion meetings may be organized time to time at different places in the country to impress on people the need of Gender Equality, integration, preservation of dignity and spontaneity in productivity.


10.3. Attitudinal/ behavioural

- All staff, volunteers, and members are expected to demonstrate attitudes and behaviors that promote gender equality and equity in their daily work and interactions.
- BDDT aims to dismantle unequal power structures in the workplace by building a culture of respect, safety, and mutual accountability.

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- The organization recognizes the importance of understanding socio-economic, cultural, and gender norms and how they impact individuals differently based on age, gender identity, and other intersecting identities.
- Leadership and accountability on gender and diversity will be strengthened across the organization.
- BDDT will actively promote transformational women's leadership, especially in decision-making roles, and work to remove the barriers women face in accessing such opportunities.
- BDDT will ensure and encourage women's active participation in internal policy and decision-making processes.
- The organization will uplift and empower female staff, encouraging them to believe in their capabilities and offering support to grow into leadership roles.
- BDDT will increase awareness of workplace laws, rights, and respectful behavior at all levels of the organization.
- Male staff and partners will be sensitized to the importance and benefits of gender equality, and supported to challenge any biases they may hold.

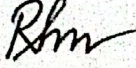
Ongoing awareness and reflection will help all staff identify and unlearn harmful gender norms, creating a more inclusive and supportive environment for everyone.

10.4. Implementation Plan Matrix

Issues	Short Term (within 6 months)	Mid Term (within 12 months)	Long Term (within 3 years)
Functions of Gender Focal			
Policy Review, development and implementation			
Complaint Mechanism			
Recruitment and appraisal			
Awareness Raising			
Gender Inclusion			
Conducting Audit			
Periodic training			
Structural Change in workplace			

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Annex-1: Definitions and Core knowledge

Sex	Sex is the natural biological construction of the reproductive program and sexual anatomy.
Gender	Gender is the social and cultural construction of masculinity and femininity, and how a person takes on the roles and responsibilities. Gender and sex are not necessarily interchangeable and have been mainly enforced over time. Gender relationships are both dynamic and changeable.
Gender Analysis	Gender analysis is the collection and analysis of sex-disaggregated information. It also means systematically analyzing and assessing the impact of development policies and programs for equitable socio-economic development. [Gender analysis explores differences in experience, knowledge, talents and needs of women and men so that policies, programs, and projects can identify and meet the different needs of men and women. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men.]
Sex-disaggregated Data	Sex-disaggregated data is the data that is collected and presented separately on men and women.
Intersectionality	Intersectionality is a theoretical framework for understanding how aspects of a person's social and political identities (e.g., gender, race, class, sexuality, disability, etc.) combine to create different modes of discrimination and privilege. Rather than viewing these identity categories in isolation, intersectionality emphasizes that they are interconnected and shape individuals' experiences in complex ways.
Discrimination against women	Means any distinction, exclusion, or restriction made based on only because of being women which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status. Discriminations are also visible between men and women in terms of enjoying human rights and fundamental freedoms in the fields of political, economic, social, cultural and civil affairs.
Empowerment	Empowerment means taking control of the system or able to make and execute decision by both women and men over their lives, setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance
Gender Equality	Gender equality means that women and men have equal conditions for realizing their full human rights and for contributing to, and benefiting from, economic, social, cultural and political development.
Gender Equity	Equity means lack of discrimination or bias. Gender equity is the process of being fair to men and women

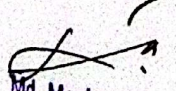
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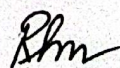
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Gender Blindness	Non-recognition of the existing gender inequality and the factors that perpetuate such inequality.
Gender Awareness	Recognition that women and men have diverse needs, interests and priorities for their own development and which should be made conversant for achieving gender equality.
Gender Roles	Socially perceived differences between men and women that define how men and women should think, act and feel. [Gender roles are constantly changing and may vary within and between cultures]
Gender Division of Labour	Different work that men and women do as a consequence of their socialization and accepted patterns of work within a given context.
Women in Development (WID)	"Women in development" is an approach that aims to integrate women into the existing development process by targeting them, often in women-specific activities.
Gender and Development (GAD)	Gender and development is an approach that focuses on unequal gender relations that prevent equitable development and which often lock women out of full participation.
Strategic Gender Interests	"Strategic gender interests" means long-term structural changes in society regarding women's status and equity which may include legislation for equal rights, reproductive choice, and increased participation in decision-making.
Gender Lens	Gender Lens popularly means a list of questions, a checklist, or a list of criteria in any field created in a participatory manner and is routinely used.
Gender mainstreaming	<p>Gender Mainstreaming means encouraging women's equal participation in the decision-making process including political participation.</p> <p>Gender Mainstreaming is a globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities - policy development, research, advocacy/ dialogue, legislation, resource allocation, and planning, implementation and monitoring of programs and projects.</p> <p>Mainstreaming is not about adding a "woman's component" or even a "gender equality component" into an existing activity. It goes beyond increasing women's participation; it means bringing the experience, knowledge, and interests of women and men to bear on the development agenda.</p>
Gender Planning	Gender Planning means designing strategies that aim at providing equal opportunities for men and women

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Affirmative Action	Achieving gender equality will require specific measures designed to eliminate gender inequalities. Special temporary measures may be taken to help women overcome the results of past discriminations or present inequalities that affect their performance at work. Once these discriminations have been overcome these special temporary measures may be removed.
Gender Inclusion	Gender inclusion is a concept that transcends mere equality. It's the notion that all services, opportunities, and establishments are open to all people and that male and female stereotypes do not define societal roles and expectations.
Protection	Protection in humanitarian action is fundamentally about keeping people safe from harm. It aims to ensure the rights of individuals are respected and to preserve the safety, physical integrity and dignity of those affected by natural disasters or other emergencies and armed conflict or other.


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Annex-2: Complaint Mechanism

BDDT will set up an **Investigation Committee** with clear roles and responsibilities to handle complaints related to sexual harassment and gender discrimination. The committee will include:

- Gender Focal Person – Head Office
- One Member of the Trustee Board (preferably a woman)
- Managing Trustee
- Chairman of BDDT
- Legal/HR Representative (if available)

Complaint Receiving Channels

Complaints can be made in the following ways:

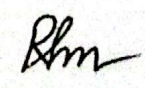
- **Complaint Box** (placed at accessible and discreet locations)
- **Email: Gender Focal Person's Email** (or designated secure address)
- **Phone Hotline** (Share an emergency hotline/mobile number)
- **In-person Submission in writing/message** to the Gender Focal Person
- **Through Local office/Project Focal Persons**

Note: All entry points will be accessible to persons with disabilities, illiterate individuals, and people from diverse backgrounds.

Confidentiality & Sensitivity

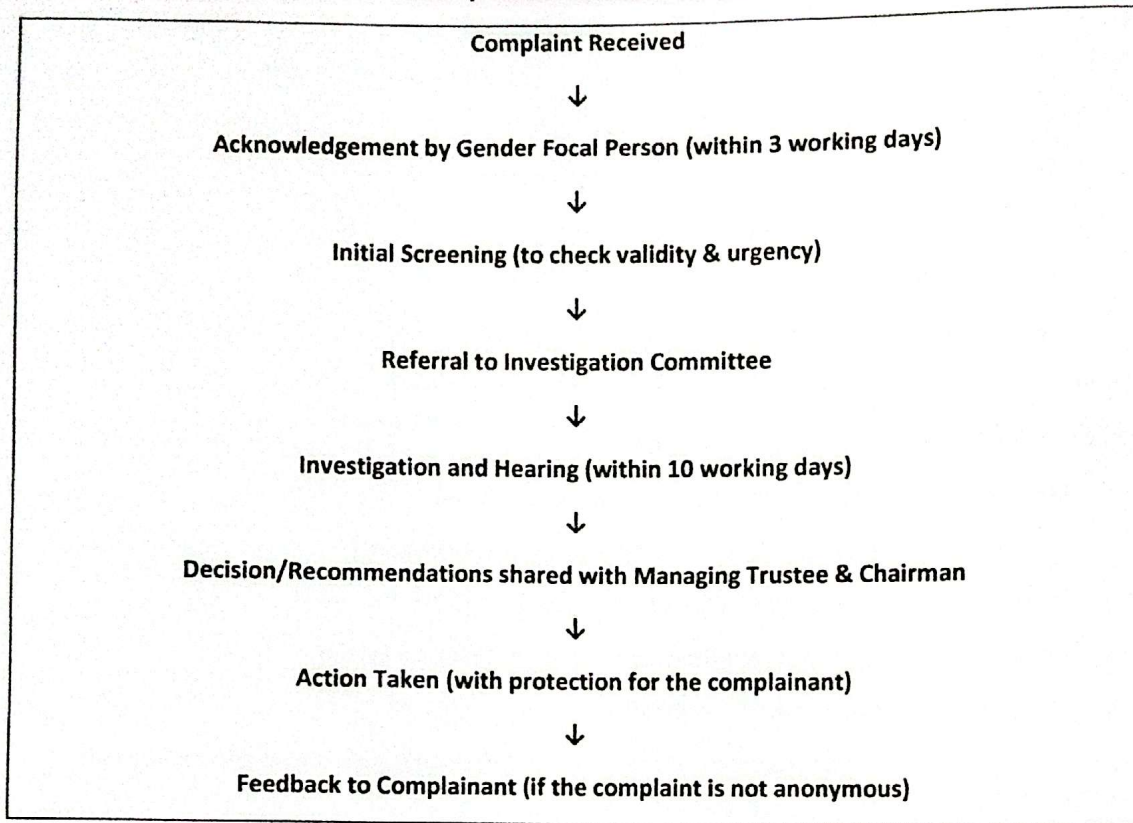
- All complaints will be treated with **strict confidentiality**.
- **Only assigned committee members** will have access to complaint details.
- Complaints may be submitted **anonymously** if desired.


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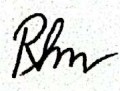
Complaint Handling Flow



Additional Guidelines

- Staff, volunteers, and beneficiaries will be oriented regularly on how to file complaints and their rights.
- Complaint committee members will receive training on gender sensitivity and trauma-informed response.
- No retaliation will be tolerated against complainants
- Periodic review of the mechanism will be done to ensure effectiveness and accessibility.


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Annex-3: Complaint Form

Complaint Format

Complainant name:

Complaint Date:

Complaint against (Name, Designation and other details):

Complaint details (Describe in detail the nature of your complaint including the name of all individuals involved, witness of the incident, date, time and location of the incident and any proof you might have about the complaint):

.....
.....

Give details about how the incident has affected you:

.....

What actions could the organization take in order to effectively deal with your complaint:

.....

Give any additional comments that would be helpful in dealing with your complaint:

.....

Complaint submitted by:

Name of person completing this form:

Signature:

Date:

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