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# Gender Equality Strategy

# UNDP Armenia Country Office

# 2016-2020

Yerevan, Armenia

| Document: | **UNDP Armenia Country Office: Gender Equality Strategy 2016-2020** |
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| **Propriety:** | **UNDP Armenia Country Office and Gender Team** |
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## I. OVERVIEW AND OBJECTIVES:

*This section presents objectives of UNDP Armenia Gender Equality Strategy and the overview of new gender equality policies introduced in the Country Office.*

The objectives of this document are twofold:

i) introduce in UNDP Armenia a formal, standardized system to apply *gender mainstreaming (GM)* across programme and operations, in line with corporate gender equality policies and benchmarks; and

ii) "de-mystify" for the staff the practical application of "gender mainstreaming", "gender equality", and other gender-related concepts and policies.

The current gender mainstreaming policies are mandatory for the implementation by UNDP Armenia all staff in country office and projects, regardless contractual modalities, time in post, and/or any other factors that may apply.

The document comes in conjunction with Country Office three other documents, i) *UNDP Armenia Programme and Operations Standard Operational Procedures, ii) UNDP Armenia Gender Mainstreaming Action Plan*, and iii) *UNDP Armenia M&E Plan, that* present the implementation steps and intended results through the programme, project, and the year cycles.

The document is fully in line with Country Programme Document 2016-2020 and its Action Plan, UN – Armenia Development Assistance Framework (UNDAF) 2016-2020, UNDP's vision and principles of 2014-2017 Strategic Plan, 2014-2017 Gender Equality Strategy, Gender Seal benchmarks, Higher Quality Programming, Quality Assurance, Results-Based Management and Institutional Effectiveness, as well as a number of other key national strategic development frameworks promoting sustainable human development, in general, and gender equality and women's empowerment, in particular.

UNDP Armenia's this important policy and operational framework comes to provide a unified approach and equip CO staff with knowledge and tools for gender mainstreaming aligned with corporate gender equality policies and standards, to pursue national development goals and Agenda 2030 in inclusive, gender-sensitive, equitable, and results-oriented way, with the consideration of also socio-environmental safeguards and innovative approaches.

While learning from UNDP's broader experience on gender worldwide, the current document focuses on the application of gender mainstreaming methods and approaches tailored to Armenia's context with respect of the principles defined in the Convention on the Protection and Promotion of the Diversity of Cultural Expressions, 2005**.** UNDP Armenia will be also scanning the horizons to identify new methodologies relevant to the country context.

The CO revisited its previous approaches and policies on gender mainstreaming to incorporate a systematic approach across the board. The main focus of CO gender mainstreaming is to ensure meaningful participation of beneficiaries through needs assessment, design, decision-making, access to opportunities, implementation, monitoring and evaluation of programme and project processes.

The main changes include:

i)  new programme cycle documents (UNDAF, CPD, CPAP) were gender-mainstreamed, including a standalone Gender Outcome, more gender disaggregated indicators incorporated, and Gender Marker targeting at GEN2/ 3 for most of the Outputs;

ii)  inclusion of gender analysis in formulation of project documents. Allocation of up to 15% of project budget for GEN 1-2 projects and more than 15% for GEN3 projects aimed at gender equality and women empowerment;

iii)  introducing CO gender mainstreaming mechanism including Gender Team chaired by senior management, gender equality budgeting mechanism, and a completely new architecture of CO gender focal points;

iv)  application of corporate gender-mainstreamed Quality Programming and Quality Assurance check-lists. LPAC review ensuring gender, including as part of socio-environmental standards parameter;

v)  application of a new Gender equality and RBM mainstreamed project document template;

vi)  maintenance of gender-sensitive M&E framework;

vii)  allocation of at least 10% of CO Learning Budget for gender equality;

viii)  engendered CO communications strategy and website;

ix)  engendered CO operations processes such as procurement and recruitment;

x)  Invigorated CO work-and-life balance policies and further formalized zero-tolerance policies on sexual harassment.

UNDP Armenia will further streamline, systematize and focus its gender equality related interventions through 2016-2020 programme cycle. Thus, UNDP Armenia will not be focusing on "traditional" corporate areas of

support such as gender-based violence, domestic violence, and/or access to social services. UNDP's assistance in the mentioned areas will be rather partial or complementary to UNFPA and UNICEF work, tackling the area in a substantive way. UNDP will further deepen its efforts for gender disaggregated data collection and analyses to promote principles of equal opportunities for balanced management and leadership practices at all levels of decision-making in political, economic and public life, resilience, inclusive and sustainable growth, SCR 1325, and environmental governance including through a mechanism of small grants. This internal and informal "division of labor" among the UNCT Agencies will enable efficient investment of the CO limited resources.

Last but not least, this is to express sincere thanks to all CO, Regional and HQ Colleagues for invaluable support through the preparation of this strategy document.

## II. INTERNATIONAL FRAMEWORK ON GENDER EQUALITY AND GENDER MAINSTREAMING:

*This section presents a short overview of international legal and policy framework on gender equality and gender mainstreaming.*

The Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) is an international treaty adopted in 1979 by the United Nations General Assembly. CEDAW is often described as an international bill of women's rights. 189 states ratified it, including Armenia in 1993.

The gender equality and women's empowerment mandate is universally agreed on by Member States. It encompasses the areas of peace, development and human rights. The mandates on gender equality derive from the United Nations Charter, which unequivocally reaffirmed the equal rights of men and women.

Gender mainstreaming approach was endorsed in 1995 at the Fourth World Conference on Women as a critical and strategic approach for achieving gender equality commitments. Beijing Declaration and Platform for Action mandated all stakeholders in development policies and programmes, including UN bodies, Member States and civil society actors, to take action in this regard. The progress review vis-à-vis this framework takes place every 5 years. Armenia's last review was in 2015 (Beijing+20).

## III. GENDER MAINSTREAMING AT UNDP:

*This section provides a quick overview of gender mainstreaming at UNDP.*

In UNDP, *Women in Development* strategic policy approach was introduced in 1986[1] to integrate broadly gender concerns across development sectors.

In 1992, the focus of UNDP's work changed to *Gender in Development,* recognizing the necessity to address socially constructed roles and relations of women and men, rather than looking at women in isolation.

2004-2007 UNDP Multi-Year Funding Framework (MYFF) first time prioritized promotion of gender equality as one of development drivers. In 2005, corporate gender strategy and an action plan were adopted, as well as the UN system-wide initiative was kicked off to enhance institutional foundations for gender mainstreaming.

In 2008, UNDP Europe and CIS regional centre initiated a broad "in-house" capacity development on gender. Following this, in 2008, UNDP Armenia conducted *Gender Audit* and prepared its first country office draft gender strategy.

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[1] Human Development Report 1995. Gender and Human Development. Oxford University Press for United Nations Development Programme. New York. 1995

Gender Audit highlighted UNDP Armenia's work on gender equality from the time of its inception in Armenia in 1992/1993. Yet, gender mainstreaming interventions in Armenia were found to be not enough holistic and systematic. In 2008, UNDP Armenia rolled out gender mainstreaming trainings for the staff and set up Gender Team. In the years to come, the country office aimed to develop broader capacity development on gender mainstreaming both "in-house" and with national counterparts. Along with this, Gender Audit noted Armenia's positive experience related to gender-balanced security squad, baby room (currently not existing), and implementation of policies on flexi hours, summer schedule, and work-and-life balance.

## IV.   SOME HIGHLIGHTS ON NATIONAL GENDER CONTEXT:

*This section provides the main highlights of the national gender equality context.*

The principle of equality of women and men is enshrined in Armenian Constitution and is reflected in legislation.

Armenia ratified the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) in 1993 and its Optional Protocol in 2006, thus formally applying gender equality. Yet, a broad numbers of international conventions and declarations on women's rights and gender equality that Armenia jointed have not yet created reality on the ground.

The Government recognized promotion of gender equality as priority and embedded it in 2008-2012 programme.

Gender Equality Policy Concept Paper was developed, inter alia, with UNDP's support and was approved in 2010.

The Concept emphasized gender equality as the first and foremost democratic value, one of the fundamental human rights and a precondition for achieving social justice, use of human potential, and raising the quality of life.  It has been also recognized as a prerequisite for formation of a democratic, social, and rule of law state.

Government approved and put in practice two 2011-2015 strategic gender equality frameworks: i) Gender Policy Strategic Programme and ii) Combating Gender-Based Violence. The Ministry of Labour and Social Affairs was assigned to be the responsible line ministry on gender.

In 2011, Electoral Code was revised, among other, with the following gender clause "either gender may not exceed 80% of a party's list for the proportional-representation seats".

Further to this, the Law on  Provision of Equal Rights and Equal Opportunities of Women and Men, inter alia, also developed with UNDP's support was adopted in May 2013. The charter of the Women's Council at the Prime-Minister's Office was revised and now it is in charge of institutional gender mechanism (national machinery).

Despite many positive changes in place, including the existence of above-mentioned policy and institutional framework in Armenia, gender inequalities broadly persist. Discriminatory practices are based on strong perception about traditional segregation of gender roles in the society. For example, woman' role is more seen as a family cherisher rather than equal economic partner. Issues related to reproductive rights and gender-based violence are only now being discussed widely outside of home; before they were not recognized as gender issues as such.

Women comprise about 52% of the population of Armenia and about 57% of those with higher education. Despite this, their representation in decision-making at all levels remains low. According to the official statistics, the unemployment rate for economically active women is 1.6 times higher than for men. Employed women

frequently occupy low-paid or low-level positions within the labor market; women usually occupy informal market. Underlying gender causes and implications of the mentioned issues need to be studied in-depth to ensure most gender targeted and evidence-based interventions to maximize its benefit equitably for women and men and avoid gender-negative effects of otherwise gender-blind interventions. Through its new programme cycle, UNDP Armenia CO will attach increased attention to gender analysis through design, implementation, monitoring and evaluation stages of its interventions.

In 2012 Parliamentary elections, 14 female MPs (out of 131) passed, comprising 10.68%. To compare, the average percentage of women in the parliaments of Europe and CIS region is 19%.

Women and men representation in political and discretionary positions in the executive branch remains imbalanced. Women comprise in average about 10 per cent at the positions of Ministers and Deputy Ministers (3 out of 19 – 15.7% (Culture, Diaspora and Justice) and 4 out of 57 - 7% (Labor and Social Affairs, Education and Science, and Culture) respectively as of March 2016.

There are no women among the 10 governors (marzpets) and there are two women among the 23 deputy governors (deputy marzpets)[2]. In average, women constitute 11% of the higher echelon of public administration.

Along with this, "feminization" takes place at the lower levels of public administration, where women widely occupy more than 50% of posts, if not the overwhelming majority. Gender imbalance persists at the management level of the city mayors' offices and the local self-government bodies.

Women constitute 5 % of city council members (avagani), and 2% of village community leaders. None of Yerevan's 12 communities have female leaders or deputies.

Under MDG3, Armenia was committed to ensure that, by 2015, women would make at least 25% of female MPs, ministers, deputy ministers and governors and at least 10% of female community heads. Women's share in registered unemployed was expected to be 1.3 of men.

SDG nationalization process is yet to come to specify national development targets and indicators. Overall, SDG Goal 5 "Achieve gender equality and empower all women and girls" has 9 global targets: 1) End all forms of discrimination against all women and girls everywhere. 2) Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. 3) Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation. 4) Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate. 5) Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. 6) Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences. 7) Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws. 8) Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women. 9) Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

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[2] "Women and Men in Armenia" Statistical booklet 2014 as well as website of Ministry of Territorial Development

Speaking broadly, gender-related challenges in Armenia include low representation in decision-making in political, economic and public life, reproductive rights, including sex-selective abortions with preference of male, gender-based/domestic violence, including the high percentage of psychological violence and controlled behavior, high risk of exposure to trafficking, low self-esteem of women and girls, strongly perpetrated traditional gender stereotypes, women's weak networking, and in many cases financial-economic dependence on men.

## V.   UNDP CORPORATE GENDER EQUALITY STRATEGY 2014-2017:

*This section provides UNDP's gender equality vision, mandate, and the role, as put forward in UNDP Gender Equality Strategy 2014-2017, and the potential niches of gender equality work in Armenia through the new programme cycle 2016-2020, in line with UNDP Strategic Plan 2014-2017.*

### 5.1   GENDER EQUALITY MANDATE AND THE VISION

The UN Development Programme,

- as an institution that believes in growth that creates wealth and opportunities for many not the few,
  - being one of few multilateral agencies working holistically across sectors, and
    - operating at heart of the UN Development System as manager of the Resident Coordinator System and Chair of the UN Development Group

        is strongly committed to:

  - *eradication of extreme poverty* and *significant reduction of inequalities and exclusion*
- striving for faster progress in promoting gender equality and women's empowerment applying *a sustainable human development approach*

Gender perspective, *being an integrating dimension of UNDP's works*, relates also to the below outcomes of UNDP Strategic Plan 2014-2017:

- ❑ Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.
- ❑ Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.
- ❑ Countries have strengthened institutions to progressively deliver universal access to basic services.
- ❑ Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change
- ❑ Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.
- ❑ Development databases and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

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***Gender-responsive approach has been emphasized***

***as one of the methodologies for pursuing the outcomes of UNDP Strategic Plan 2014-2017,***

via:

(i) *reflecting the pivotal significance of gender equality and women's empowerment; and*

(ii) *understanding that sustainable human development will not be fully achieved unless women and girls are able* to contribute on an equal basis with men and boys to their societies.

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UNDP is committed to support capacity development of its national counterparts to adopt approaches that advance women's rights and take account of the full range of their contributions to development.

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UNDP has a two-pronged mandate for working towards gender equality:
***gender mainstreaming and women's empowerment.***

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UNDP views gender equality from two main perspectives – ***human development[3]*** and ***human rights***.

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UNDP understands gender equality as both a development goal itself (SDG5) and an ***irreducible condition for inclusive, democratic, violence-free and sustainable development*** (other SDGs).

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*From human development perspective:* gender equality is about creating an environment in which both men and women can develop their full potential and lead productive, creative lives in accordance with their needs and interests[4]. It is also about building human 'capabilities' to lead long and healthy life, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community. Without these, many choices are simply not available and many opportunities remain inaccessible[5]. In relation to the ***sustainable human development,[6]*** *capabilities, wellbeing of men and women and relationship with the environment that sustains them are what matter.* Sustainable Human Development therefore, focuses on '…*the expansion of women's and men's freedoms to live long, healthy and creative lives; to advance other goals they have reason to value; and to engage actively in shaping development equitably and sustainably* on a shared planet.[7]

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[3] Human development paradigm was changed to a broader concept of sustainable human development (SHD) in the aftermath UN Conference on Sustainable Development "Rio+20" in 2012.

[4] Ibid.

[5] Ibid.

[6] UNDP Strategic Plan 2014-2017

[7] Edited extract from Human Development Report, 2010

_**From human/women rights perspective[8]**_: Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) provides a comprehensive framework to guide all rights-based action for gender equality, including that of UNDP.

The development experience has shown that simply having in place anti-discriminatory legislative clauses is not sufficient. Further to promoting equality of opportunities, CEDAW calls for the equality of outcomes aimed at real gender equality changes in daily lives of men and women.

By empowering women to claim their rights in development spheres, and supporting governments to be both proactive and responsive in advancing the realization of these rights, UNDP leverages the expansion of choices and opportunities based on the UN global instruments and the strategic development frameworks on gender e.g. Beijing Declaration and Platform for Action, the Sustainable Development Goals Agenda (SDG5 and others), Security Council Resolution 1325 on Women, Peace and Security, Hyogo Framework for Action, and the UN System-wide Policy on Gender Equality and the Empowerment of Women.

> _CEDAW provides a comprehensive framework to guide all rights-based action for gender equality, including that of UNDP._
>
> _Under this treaty, gender inequality is understood to be the result of discrimination against women._
>
> _Further to the equality of opportunities, CEDAW calls for the equality of outcomes._

Brief reference on each of the global gender instruments follows below:

_The Beijing Declaration and Platform for Action:_ (1995) provides "_an agenda for women's empowerment_"[9]. The document includes _gender analysis of problems and opportunities_ in 12 critical areas of concern and _clear and specific standards for actions to be implemented by governments, the UN system and civil society including where appropriate the private sector_. The Platform provides the **first global commitment to gender mainstreaming as the methodology by which women's empowerment will be achieved.** In implementing the suggested actions, "_an active and visible policy of mainstreaming a gender perspective into all policies and programmes should be promoted so that **before decisions are taken an analysis is made of the effects on women and men**, respectively_".[10]

**In the Beijing Platform for Action:**

paragraph 79 - _**education**_
paragraph 105 - _**health**_
paragraph 123 - _**violence against women**_
paragraph 141 - _**conflict**_
paragraph 189 - _**power and decision-making**_
paragraph 202 - _**institutional mechanisms**_
paragraph 229 - _**human rights**_
paragraph 238 - _**media**_
paragraph 252 - _**management of natural resources**_
paragraph 273 - _**children and youth**_.

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[8] UNDP GES 2008-2013
[9] The Fourth World Conference on Women, 1995, Beijing Declaration and Platform for Action, p. 17,
[10] UNDP GES 2008-2013

_Sustainable Development Goals:_ The SDGs are about inclusive development. Gender equality is both _a goal_ in

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### _SDG5_

1. _End all forms of discrimination against all women and girls everywhere._

2. _Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation._

3. _Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation._

4. _Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate._

5. _Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life._

6. _Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences._

7. _Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws._

8. _Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women._

9. _Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels._

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itself (SDG5) and _an important condition_ for achieving other SDG goals.

_Security Council Resolution 1325 on Women, Peace and Security:_ In the same year as the Millennium Summit and Declaration, the UN Security Council adopted a resolution embracing the interactions between _women's empowerment, gender equality, and the peace and security_ agenda. Even though there is a stronger guidance in CEDAW and the Beijing Platform for Action on gender-sensitive development standards in disaster, peace and security contexts_, Security Council Resolution 1325 has the important effect on reinforcing the framework for partnership among development, peace and security, and the humanitarian entities_ on these issues.

_Sendai Framework for Disaster Risk Reduction 2015-2030 that came to replace Hyogo Framework for Action_: Hyogo Framework for Action provides a tool for integrating gender perspective in all forms of disaster risk

management, including risk assessment and early warning mechanisms[11]. UNDP's *Eight-point Agenda* (8PA) for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery was key in this relation. On March 18, 2015 **Sendai Framework for Disaster Risk Reduction 2015-2030** was adopted that re-emphasized the importance of broader action of gender mainstreaming for disaster risk reduction and resilience. The framework was broadened with now also stronger focus on youth and people with disabilities.

*The UN System-wide Policy on Gender Equality and the Empowerment of Women:* was adopted in May 2006 by the Chief Executive Board for Coordination. It describes the steps needed to achieve the agreed goals *through results-based management*, **accountability frameworks, capacity development, monitoring and evaluation,** *and* **allocation of sufficient resources,** *all supported by* **effective knowledge and information management and dissemination**. Last performance assessment on SWAP indicated the highest, more than 85%, compliance of UNDP.

## 5.2    UNDP'S ROLE FOR COORDINATION OF GENDER EQUALITY[12]

UNDP, operating at heart of the UN Development System as ***funder and manager of the Resident Coordinator System*** and ***Chair of the UN Development Group,*** has a special responsibility and a unique opportunity to work with other UN entities to implement gender equality mandate. UNDP shall also actively participate with the partners in supporting gender perspective in ***"One UN"*** initiative.

**Resident Coordinators** in accordance with the **system-wide commitments** are requested to:

i.    Ensure development and ***implementation of a gender equality strategy for the Resident Coordinator's office,*** which, among other, will ensure that UN country team takes up gender equality considerations in its general activities, with joint programming where appropriate.

ii.   Ensure the effectiveness of ***gender specialist resources, gender focal point(s) and gender theme group***, inter alia, by establishing clear mandates, ensuring adequate training, providing access to information, maintaining adequate and stable resources and increasing the support and participation of senior staff.

iii.  Ensure ongoing ***improvements in accountability mechanisms,*** with the inclusion of inter-governmentally agreed gender equality results and gender-sensitive indicators in their strategic frameworks.

iv.   Ensure further ***improvement in qualitative and quantitative reporting on gender equality***, including the use of sex-disaggregated and gender statistics.

v.    Be proactive in the prevention of sexual harassment across the entire country team.

vi.   nsure that the ***annual report of the Resident Coordinator*** includes adequate and concise information on progress on each of the objectives.

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[11] World Conference on Disaster Reduction, 2005, Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters.
[12] Chief Executive Board, 2006, UN System-wide Policy on Gender Equality and the Empowerment of Women; General Assembly, 2007 Triennial Comprehensive Policy Review of Operational Activities for Development

**5.3     GENDER DIMENSIONS OF UNDP MAIN FOCUS AREAS, AS PER UNDP STRATEGIC PLAN 2014-2017:**

Through its programming, UNDP encourages the protection of human rights, capacity development and promotion of equal opportunities for women and men.

In line with UNDP Armenia CPD/CPAP 2016-2020 and UNDP corporate Strategic Plan 2014-2017, the below are potential programmatic areas of focus of UNDP Armenia on gender equality and gender mainstreaming through the mentioned programme cycle:

**Outcome 1:**

***Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.***

*Outcome 1 recognizes that to eradicate poverty, future growth and development must be inclusive, equitable and sustainable, and that the equal participation of women is a prerequisite for achieving sustainable development.*

*Strategic entry points:*

   a) **UNDP will work with national partners to reduce the barriers for women's economic empowerment.**
   b) **UNDP will support partners to integrate gender considerations and expand women's participation in the development and implementation of inclusive sustainable development strategies.**
   c) **UNDP will support partners to ensure gender responsive governance of natural resource management.**
   d) **UNDP will support partner efforts to increase women's access to and ownership and management of ecosystem goods and services, including through climate finance.**

**Outcome 2:**

***Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.***

*Outcome 2 is about establishing or strengthening the framework for democratic governance and building resilience into the principles, rules of engagement, systems and core institutions of governance.*

*Strategic entry points:*

   a) **UNDP will support efforts to accelerate equal participation of women, including young women and marginalized groups, in decision-making.**
   b) **UNDP will provide technical assistance to establish or strengthen mechanisms to advance women's empowerment for gender equality in governance processes.**

c) **UNDP will support women's networks and civil society in general to bring gender equality perspectives into policy making and legal reforms, including those related to transparency and accountability, and will leverage its partnerships with governance authorities, public administrations and other key policy making bodies to provide opportunities for their engagement.**

d) **UNDP will support partners to ensure gender-responsive governance of natural resource management.**

e) **UNDP will support legal and policy reforms to accelerate women's rights in law and practice and eliminate discrimination**. **This includes supporting national institutions in fulfilling international human rights obligations, including national implementation of CEDAW, as well as providing technical, policy and advocacy support on gender equality and gender mainstreaming in sectorial areas**.

**Outcome 3:** (this outcome is not a priority area through UNDP Armenia 2016-2020 programme cycle)

***Countries have strengthened institutions to progressively deliver universal access to basic services.***

*Outcome 3 focuses on the capacity of institutions to lead the development process and deliver justice, security and other basic services to all women and men, with a special focus on the most marginalized.*

*Strategic entry points:*

a) UNDP will support national actors at all levels to expand women's access to services, including health, social protection, security, and engage women and men equitably in the prioritization discussions and provision of basic services. This includes supporting women's groups in developing and leading anti-corruption initiatives.

b) UNDP will support national efforts to strengthen women's access to justice. This includes increasing the gender-responsiveness of the judicial, security and legal sectors through capacity building and increased representation of women in decision-making; the promotion of the legal empowerment of women; and engagement of religious and traditional leaders on women's rights.

c) As gender equality is a driving factor in achieving the SDGs, all relevant assessments and action plans shall be informed by gender analysis, to address gender inequalities.

**Outcome 4:**

***Faster progress is achieved in reducing gender inequality and, for that, promoting women's empowerment.***

*Outcome 4 is UNDP Strategic Plan's stand-alone Outcome on gender equality, that demonstrates UNDP's commitment to "substantially increase the investment in and focus on outcomes and outputs relating to gender equality in the United Nations all development framework programmes".[5] It reinforces and complements the integration of gender equality throughout the rest of the Strategic Plan Outcomes.*

*Strategic entry points:*

***Accelerated to advance women's economic empowerment:***

a) **UNDP finds important to work with national partners, e.g., ministries, community based organizations, other, to support approaches that reduce or eliminate the barriers - often invisible - for equal opportunities of women and men for economic empowerment. This will require also working with the private sector and addressing the cross-cutting issues of e.g, unpaid labour and time constraints issues, promoting decent work for women and men, supporting policy and legislative reforms to ensure equal access to and control over productive assets, including land and credit, and incorporating gender perspectives into public finance management, promoting gender-responsive budgeting.**

b) **Upon availability of resources, UNDP will explore ways also to support national partners' efforts to increase gender responsiveness of social protection measures in order to enable equal opportunities for women and men to participate in the economy and manage households. The mentioned measures include social insurance to protect against unemployment, ill health and disability; subsidized agricultural inputs; and employment guarantee schemes.**

*Evidence-informed national strategies and partnerships to advance gender equality:*

a) **UNDP will further leverage its position as the United Nations lead development agency on gender equality. It will draw upon its flagship publications, e.g., National Human Development Reports, to advocate for equal empowerment of women and men and no discrimination, in line with Beijing+20 and the SDG's post-2015 development agenda. UNDP will use tools such as gender inequality index, which shows the loss in human development as a result of gender inequalities, for policy analysis and advocacy.**

b) **UNDP will support national capacities to collect, analyse and use evidence for gender-responsive policy making, including sex disaggregated data, and will collaborate in these efforts with the United Nations system.**

*Measures in place to increase women's participation in decision-making:*

a) **UNDP will further concentrate on advocacy, policy and legal reforms to accelerate equal participation of women and men, including youth and marginalized groups, in decision-making at all levels. This includes targeting on results in the areas such as promoting women's participation as voters and candidates in electoral processes; supporting women's representation in governance institutions, including constitutional committees, parliaments, public administrations and the judiciary.**

b) **UNDP will further prioritize technical assistance to establish or strengthen mechanisms to advance gender equality in governance processes. This includes providing direct support for gender committees, supporting women's negotiating capacities, leadership and participation in conflict mitigation, mediation and peacebuilding, thus supporting also the implementation of United Nations Security Council resolution 1325.**

*Measures in place to enable women's better access to environmental goods and services (including climate finance):*

a) **UNDP finds important to work with governments, non-governmental organizations, communities and the private sector to integrate gender considerations and expand equal participation of women and men in the development and implementation of inclusive sustainable development plans and policies, including in climate change adaptation and mitigation. It is important to support partners to**

ensure gender-responsive governance of natural resource management. This includes participation in decision-making on the use, management and protection of natural resources. Women's equal ownership and access to those resources for domestic and productive purposes is a key component of this work.

b) UNDP will support partner efforts to increase equal opportunities for women' and men's access, ownership and sustainable management of ecosystem goods and services, including through climate finance. This will include working on policies and programmes to remove structural barriers, if exist, on equal opportunities for women and men in green business and in upcoming climate adaptation and mitigation industries. In this relation, UNDP will pay special attention on ensuring equal opportunities and capacity built for women and men entrepreneurs and workers to start and/or scale up green businesses. This will include supporting training and the establishment of incentive mechanisms to become energy entrepreneurs and to participate in public-private partnerships.

**Outcome 5:**

*Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.*

Outcome 5 focuses on UNDP activities to help countries to rapidly and effectively recover from conflict-induced crises in cases where prevention has fallen short, and to deal with consequences of natural disasters.

*Strategic entry points:*

a) UNDP finds important to support mainstreaming of gender equality in disaster and climate risk reduction policies and plans, as well as in the budgetary frameworks of key sectors (e.g., water, agriculture, energy, education). This includes supporting national capacities to collect, analyse and use sex and age-disaggregated data and analyse gender implications and risks.

b) UNDP will advocate for strengthening participation of women in decision-making on climate adaptation, mitigation and disaster risk reduction. This includes building capacities for gender balanced participation in the formulation and implementation of policies, programmes and strategies.

c) UNDP will promote gender equality for resilience, including in disaster risk reduction, climate mitigation and adaptation. Securing women and men's rights equally for land, housing and other assets is critical, as well as ensuring their access to clean and green alternative livelihoods.

**Outcome 6:** (Applies for only countries in conflict. This outcome is Included in GES for information purposes)

*Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.*

*UNDP believes that early recovery interventions that create livelihoods, revitalize local economies, build social cohesion and address structural inequalities between men and women can provide the foundation for full recovery and chart a path for sustainable development.*

*Strategic entry points:*

a) UNDP will promote women's and men's equal involvement as beneficiaries of local development, employment creation, front-line service delivery and reintegration programmes in post-conflict and post-disaster situations. This will include a particular focus on increasing women's access to safe productive livelihoods and increasing the proportion of benefits accruing to women through temporary employment in early economic recovery settings.

b) UNDP will support the building of women's negotiation capacities and the gender sensitization of men to contribute to gender responsive conflict prevention and peacebuilding interventions. This includes supporting coalition building of women's networks to enable them to voice their priorities during decision making over recovery priorities and re-establishment of basic services.

c) UNDP will support greater participation of women in early recovery by ensuring that post-disaster and post-conflict needs assessments provide sex-disaggregated data and identify gender-related priorities, and that recovery plans integrate resources for implementation of responses to identified needs.

d) As part of early recovery efforts, UNDP will provide support for the design of context-specific transitional justice approaches that facilitate reconciliation and establish a culture of accountability and respect, especially for women's rights and claims. Victims' needs for reparation and justice will be at the centre of these efforts, which also provide essential reinforcement for social cohesion and development efforts.

e) UNDP will work with national actors to ensure that security and justice systems effectively address sexual and gender-based violence and combat discriminatory social norms. (See output 4.2)

**Outcome 7:** (this outcome is not a priority area through UNDP Armenia 2016-2020 programme cycle)

***Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.***

Outcome 7 focuses on ensuring the centrality of sustainable human development principles in key development debates and actions, through the prioritization of poverty, inequality and exclusion.

*Strategic entry points:*

a) UNDP will strengthen capacities to collect, analyse and use a range of data relevant to gender-responsive policy making, including sex disaggregated data, to inform policy making.

## VI. KEY ROLES OF UNDP ARMENIA GENDER EQUALITY STRATEGY:

*This section presents the key roles of UNDP Armenia staff and the mechanism introduced for the implementation of Gender Equality Strategy in Armenia.*

### 6.1 UNDP ARMENIA SENIOR MANAGEMENT'S ROLE:

i.    Ensure that **gender equality strategy is developed and implemented** by Country Office, with constituent capacity development, knowledge management, communications, and advocacy plans.

ii.   Ensure that **effective gender mainstreaming mechanism** is set up in the office (e.g., gender team under the leadership of senior management), system of gender focal points, gender budgeting.

iii.  Ensure that **staff capacity** in gender analysis and gender mainstreaming is continually developed, with a particular focus on new comers. At least 10% of learning budget shall be dedicated to gender.

iv.   Enable the participation of staff in **global knowledge network on gender equality and women's empowerment.**

*v.*   Ensure that **UNDP is active in Gender Theme Group, and in bringing gender perspective to other Theme Groups.**

vi.   Ensure that gender equality considerations are reflecting in **Performance Management and Development (PMD)** of both management and the staff.

vii.  Ensure progress towards **gender parity in the office**.

viii. Establish **zero tolerance for sexual harassment**.

### 6.2 UNDP ARMENIA GENDER TEAM'S ROLE:

The activities of Gender Team shall include:

i.    Development, monitoring and evaluation of CO gender mainstreaming strategy, its action plan, gender components of M&E framework.

ii.   Discussion and review of CO gender results, and consultation on gender-responsive activities, procedures, gender marker score, and the overall gender equality related results presented through different publications and reports, including the Annual reports on the implementation of Gender Equality Strategy, Standard Progress Reports, Results Oriented Annual Reports, different sectorial reports.

iii.  Review project documents through  formulation stage and for Local Project Appraisal Committee (LPAC) Meetings, based on filled in LPAC quality assurance corporate checklist. Discuss gender components of socio-environmental standards (SES).

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In 2005, UNDP undertook an evaluation of its gender activities (to updated with new corporate GE evaluation results) and, among other, emphasized a **need to establish a new and stronger institutional structure and allocate core administrative and programme resources.** As a result, among other, the following structures and mechanisms were introduced: *Gender Steering and Implementation Committee, Senior Management Compacts, Gender Mainstreaming Scorecards, Capacity Development, Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery.*

Here is in brief about each:

➢ *Gender Steering and Implementation Committee:* was established by Administrator in January 2006 in all regional bureaux as the **UNDP highest decision-making body on gender mainstreaming** with the responsibility of policy-setting, monitoring, and preparation of annual report to the Executive Board.

➢ *Senior Management Compacts:* Regional bureau directors prepared personal compacts with the Administrator underscoring their **accountability for accelerated progress towards gender equality** in UNDP outcomes.

➢ Gender Mainstreaming Scorecard: This instrument provided an objective **basis for measuring** the outcomes of leadership in gender mainstreaming.

➢ Capacity Development: Various trainings were implemented leading to some **improvements in staff understanding and performance.**

➢ 8PA: is a blueprint on gender-responsive crisis prevention and recovery. The 8PA requirements included: **allocation of 15 percent of all crisis prevention and recovery funds and 15 percent of workplan budget and the staff time to gender issues, hire gender advisor.** The consideration was given to develop **similar agendas for other focus areas.** UNDP Armenia Disaster Risk Reduction Programme is operating in this modality.

Composition of Gender Team is decided by CO management. It shall be representative and balanced in gender, role and a number of other parameters.

Attached please find UNDP Armenia Gender Team TOR and Gender Team Action plan, annexed to this Gender Mainstreaming Strategy.

## 6.3  UNDP CORPORATE SYSTEM OF GENDER FOCAL POINTS:

UNDP organization-wide system of gender focal points was established in 1986 to support integration of gender dimension across sectors, particularly at the country programme level.

The Gender Focal Point function is of critical importance. When adequately resourced and supported by the management, this function can make a major contribution to country office results. It involves all aspects of an office's work, including advocacy, communications, finance and budgeting, human resource management, and each aspect of the programme.

The main role of the gender focal point is to act as a 'catalyst' to assist gender mainstreaming process in CO. While gender focal points may be directly involved in implementation of certain gender specific activities in the office and with clients, their main role is to identify strategies and actions, which will enable and empower their colleagues to integrate gender concerns in their own areas of work. A principle responsibility of gender focal point is participation in formulation, implementation, monitoring and evaluation of gender strategy at CO and at project level. UNDP corporate generic terms of reference of gender focal point please see annexes to this strategy.

## 6.4 UNDP ARMENIA SYSTEM OF GENDER FOCAL POINTS:

UNDP Armenia learned from its past lessons and, through this process, has completely revisited its existing architecture and approaches to the system of gender focal point. A new system of gender focal points has been introduced, which is envisioned to be more sustainable, holistic, stronger and multidimensional in capacity.

Each Project Coordinator and Head of Unit by default will undertake the functions of gender focal point and will be responsible for due planning, implementation and monitoring of gender, quality programming and institutional effectiveness results for their respective project or unit.

Gender focal points may not necessarily be technical experts in gender analysis. Where such expertise will be required, country office gender focal point or regional gender teams will support or additional expertize will be hired, if required.

Thus, the architecture of UNDP Armenia gender focal points is as follows:

- CO Senior Management, with 10% of TOR time committed;
- CO Gender Mainstreaming focal point, with 40% of TOR time committed;
- Head of CO Units, with 20% of TOR time committed;
- Project Coordinators, with 20% of TOR time committed;
- CO Colleagues with in-depth knowledge and expertise on gender to serve as resource persons on gender equality and gender mainstreaming issues, with 10% of TOR time committed.

## 6.5 UNDP ARMENIA GENDER MAINSTREAMING MECHANISM:

CO gender mainstreaming mechanism was introduced through gender mainstreaming strategy development process.

The mechanism has been designed based on CO previous lessons learned, in line with corporate gender mainstreaming benchmarks.

The mechanism is grounded on 2016-2020 programme cycle (UNDAF, CPD, CPAP). Gender dimension has been mainstreamed through programme design via outcomes, outputs, gender disaggregated indicators and targets. First time Country Programme and UNDAF have standalone Gender Outcome. First time Gender Marker has been included in CPAP, targeting at GEN2/3 for most of the outputs.

CO gender mainstreaming mechanism has several legs: *institutional*, *technical, M&E, sustainability.* Below are these components in details:

- **Institutional structure:** The institutional leg of CO gender mainstreaming mechanism is a system of gender focal points, with functions described above. Gender Team is a key decision-making and results verification body of the CO Gender mainstreaming mechanism.

- **Technical ground**: Technical leg of CO gender mainstreaming mechanism is a whole richness of available technical knowledge, guidelines, policies and expertize on gender mainstreaming through CO, as well as regional and HQ offices and their Gender Teams. It consists of the below main sets of documents:

  i. *Programme base documents:* Country Programme Document and Action Plan, UN Development Assistance Framework, Project Documents;
  ii. *Technical and Implementation base documents:* UNDP Armenia Programme and Operations Standard Operational Procedures, UNDP POPP, Quality Assurance and Higher Quality Programming, UNDP Armenia Gender Mainstreaming Strategy, ADR Recommendations, TORs of Gender Teams and Gender Focal Points. UNDP Armenia Introductory guide for new comers;
  iii. *Thematic and Communication documents:* Thematic and communication documents are gender-related knowledge products, publications, evaluations, media products in any of the relevant areas e.g, gender, sustainable development, inclusive growth, management of natural resources, environmental governance, etc.

- **M&E framework:** M&E framework of gender mainstreaming mechanism will ensure that CO M&E plan integrates gender concerns and is aligned with CO gender strategy/action plan. A policy of yearly discussing and approving CO M&E Plan with gender components (focus on gender evaluations, especially impact evaluations) by Gender Team, at Programme Meeting and with staff was introduced and will be maintained. Project Coordinators/gender focal points will be responsible to provide necessary input/design respective M&E framework of projects. Necessary ongoing capacity development of the staff will be organized.

- **Sustainability mechanism:** Gender mainstreaming mechanism's sustainability component will ensure that adequate resources will be made available for gender mainstreaming via gender budgeting process. Allocation of up to 15% of project budgets (new projects) for gender mainstreaming activities of new projects will be ensured, in line corporate gender mainstreaming benchmarks. Project coordinators/gender focal points, in consultation with CO gender focal point, will be responsible to design respective gender mainstreaming framework of their project, according to the corresponding Gender Marker score (GEN 0, 1, 2, 3). Gender Team will review and approve Gender Markers and gender mainstreaming scores and the respective allocation of funds of project through regular year cycle process. Allocated gender mainstreaming funds can be delivered by both projects and centrally by CO

for activities to be equally beneficial for project, in line with years plans and as approved by Gender Team. The indicative activities for centralized delivery may be (hiring staff for e.g., production of gender knowledge products and communication of results, publications, events organization, learning, hiring expertize for gender analysis, other).

**6.6 UNDP ARMENIA: GENDER MAISTREAMING IN OPERATIONS:**

Gender mainstreaming is not only a consideration for the UNDP work in programme and projects. Supporting gender mainstreaming objectives in programming through appropriate human resources, procurement and other management policies and activities is important.

**Recruiting Staff or Consultants:**

- ✓ Recruitment procedures to include screening for gender competence.
- ✓ Is knowledge of or experience in gender mainstreaming specified as desirable or necessary qualification?
- ✓ Is gender-balance of staff and consultants tracked?
- ✓ If there is a large disproportion of men and women in this field, are members of the underrepresented group encouraged to apply?
- ✓ Is zero tolerance to sexual harassment policy in place, and are all staff and consultants aware of it?
- ✓ Have human resource staff received the necessary training to ensure that any gender-sensitive policies are effectively implemented?

**Work-and-Life Balance:**

- ✓ Can the work environment be made more family-friendly? (e.g. flexible time, work from home, provision of appropriate space for nursing, core hours)

**Capacity Building, Performance Management and Development:**

- ✓ Have all staff had the opportunity to receive in-depth training in gender mainstreaming?
- ✓ Do staff know where to access appropriate resources for enhancing their knowledge of gender mainstreaming?
- ✓ Are efforts towards gender mainstreaming reviewed in personnel performance management and development? Are positive outcomes rewarded and encouraged?

**Learning:**

- ✓ At least 10% of CO learning budget earmarked for gender-related learning activities
- ✓ CO learning budget highlights gender-related learning activities with brief detail of their contents.
- ✓ At least two office-wide gender perspective-building events organized in the last twelve months to encourage all colleagues to expand their knowledge and skills

**Procurement:**

- ✓ Taking into account UNDP's mandate to empower women in different sectors, including in socio-economic development, the Procurement Unit is requested to take an initiative and put together the

contact information of business women networks and spread information on procurements cases also via those networks, in addition to posting the advertisement on UNDP website and printing it in a local newspaper. Procurement Unit can also do pre-screening of competent women organizations. This may be especially important for activities in the regions of Armenia. Also UNDP Procurement Unit may cooperate with business incubator organizations, e.g. SMEDNC and others, to distribute information about local procurement via those networks.

### 6.7 UNDP ARMENIA: GENDER MAINSTREAMING IN COMMUNICATIONS[13]:

Public relations, outreach and advocacy are important parts of UNDP's work. Publications, promotional materials, booklets, brochures, posters, banners, video/radio materials, photo-releases and press-releases are produced on a daily basis and target a wider audience. The choice of words is of critical importance; it defines whether the communication is gender-sensitive or not.

UNDP Programme and Projects are mandated to adhering to gender-sensitive communication. Please see both UNDP Armenia gender mainstreamed communications policy and CO Communications Strategy annexed to this document.

annexed to this document. UNDP Armenia CO Communication Strategy is requested to be revised to include a policy on gender sensitive communications and advocacy. Below are the three main issues related to gender-sensitive communications:

- Ambiguity of language (do we always use proper words to refer to men and women)
- Stereotyping (do we reinforce existing bias in attitudes towards women and men)
- Making voice of women and men heard (do we make a sufficient use of both women and men as sources and subjects of stories/experiences)

### Choice of Language:

It is a broadly occurring mistake to use masculine nouns and pronouns to refer to both sexes.
Below is a table of commonly occurring mistakes that are requested to be avoided.

| Biased | Gender-sensitive |
|---|---|
| He | He and she; he/she |
| Mankind | People, human beings, humanity, humankind, men and women, we, society |
| Manpower | Staff, labour, work force, employees, personnel, workers |
| Chairman | Chair, chairperson |
| Policeman | Police officer |
| Freshman | First-year student |
| Fatherland | Native land |
| Mother tongue | Native tongue |
| Cleaning lady | Cleaner, housekeeper |
| Salesman | Shop assistant, sales staff |
| Dear Sir | Dear Sir or Madam, Dear Sir/Madam, Dear Edtor, To whom it may concern |
| Miss/Mrs | Ms |

For more info refer to http://www.unc.edu/depts/wcweb/handouts/gender.html

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[13] Guidelines on gender-neutral language (UNESCO 1999)

**Stereotyping:**

Often, without noticing, stereotyping and biased language is used in communications. One common example is association of certain qualities or behaviors pertinent to women or men only , or when we link women and men with certain professions, e.g. using female pronouns for school teachers, or male pronounces for male scientists. As media products play an important role in forming and thus changing perceptions about people in a society, it is crucial to promote stereotype-free and gender-sensitive communication. It is requested to provide stereotype-free portrayal of women and men and avoid referring to the perception of their traditional roles in the society.

| Biased | Gender-sensitive |
|---|---|
| Ladylike | Courteous, cultured |
| Manly | Strong , mature, |
| motherly | Loving, warm, nurturing |
| Weak half of humanity | Women, the opposite sex |
| Better half of humanity | Women, The opposite sex |
| Strong half of humanity | Men, the opposite sex |

*A few examples of biased or stereotyped gender roles of women and men maintained in the society through the media:*

- Presenting and making an accent on women's gender roles in the society as only mothers, wives, housekeepers, etc.
- Sexism.
- Promoting cruel/harsh masculinity and an image of "macho"-type men as the only "socially desirable and acceptable".
- Presenting women as irrational, weak, male dependent, and subordinate.

**Making women's and men's voices heard:**

Since UNDP beneficiaries include both women and men, they should be seen, heard and treated equally in media products. When working on your article, report, press-release, publication or photographs choice think about the messages you convey.

It is often the case that women and women's voices are less represented or not at all in important policy documents and high level meetings press-releases. When public service announcements, videos, scripts and other similar products are developed, information shall be covered adequately and women along with men shall be used as source of information and actors. Other tips could be promoting women's leadership along with men's leadership, portraying equal division of labour if this is the case, as well as "not standard" ones, e.g. man cooking, woman chairing a meeting. These visual and written messages are very talkative.

*Some controlling questions:*

- Are both men and women sources of the report, analysis, review?
- Are there opportunities to engage more women as experts and heros in your media products?
- Have you interviewed both female and male experts and commentators for your quote in press release or article?
- Have you chosen photographs that have both women and men in them?

- Have you avoided portraying women and men in stereotypical occupations or associated with certain characteristics?

## VII. WHAT IS GENDER MAINSTREAMING AND WHY IT IS IMPORTANT?

*This section provides a background technical note on gender mainstreaming and insights for its implementation.*

Gender mainstreaming is *a strategy towards achieving gender equality* through integrating gender perspective in all aspects of the development work.

Gender mainstreaming is *not an end in itself* but a *means to an end*. Gender mainstreaming is aimed at *bringing about changes in the structures and systems that create unequal power relations between men and women*. At the same time, gender mainstreaming is not a process that begins and ends with women, meaning that gender equality is not about simply having equal number of women and men in the organization and/or support programmes that are exclusively for women. While gender mainstreaming implies "including women", it does not imply "excluding men"[14].

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### In the UN system

the definition of gender mainstreaming was officially introduced in 1997 as follows:

*"…the process of assessing the implications for women and men of any planned action, including legislation, policies and programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concern and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality"[15].*

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### UNDP

defines gender mainstreaming as:

*"Taking account of gender equality concerns in all policy, programme, administrative and financial activities, and in organizational procedures, thereby, contributing to organizational transformation".*

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In other words, gender mainstreaming implies **bringing the outcome of engendered socio-economic and policy analysis into all decision-making processes**.

This includes *core policy decisions* as well as the *seemingly minor day-to-day decisions on programme implementation.*

*That is why gender equality and mainstreaming is everybody's work within the organization,* but first of all of the management e.g. senior/middle management, heads of units, operations, NIM/SNIM/DIM project coordinators, team leaders.

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[14] Gender Mainstreaming Course on UNDP Learning Management System
[15] The Report of the Economic and Social Council for 1997. UN. 1997

Through all its focus areas, UNDP works to empower people's lives and help nations become more resilient, build and share solutions to the challenges via, among other, promoting capacity development, protection of human rights, empowerment of women, minorities, poorest and the most vulnerable[16].

Gender equality, being a prerequisite for sustainable human development and a development goal itself will continue to stay in core of the UNDP's development work through all its thematic areas, as per also its vision presented in the *new Strategic Plan 2014-2017 "Changing with the World"*, which is *help countries achieve simultaneous eradication of extreme poverty and significant reduction of inequalities and exclusion using sustainable human development approaches.*

### 7.1 MORE ON THE CONCEPT OF GENDER MAINSTREAMING:

Gender mainstreaming approach evolves from understanding that ***gender inequality is not a result of women's integration or lack of integration in development, or their lack of skills, credit or resources[17]***. Some root causes of the problem lie in social structures, institutions, values and beliefs that in some case may perpetuate women's subordination.

Hence, gender mainstreaming is not merely "adding on" women to various processes, but *re-shaping* those processes so that *women are not only involved in implementation of development programmes but are also setting development agendas.*

Instead of merely integrating women in the development processes like in the past, the target now is to *consider integration as a way of transformation* aimed eventually at more inclusive, gender-balanced and meaningful processes and the outcomes for women and men.

The attention to gender implies that organizations assess the potential impact of their policies, progarmmes and interventions on women, men and relationship between them. With this said, UNDP does not mean that policies and interventions focusing specifically on women/or men are unwarranted or unjustified.

*Attention paid to men should be not at the expense of women and the vice versa*; actions should be aimed at bringing about genuine gender equality.

The below matrix shows the three main domains the simultaneous progress in which are needed to be able to claim that a real step towards gender equality was attained. The experience of many years has showed that any progress in only one or two of those domains does not lead to gender mainstreaming transformational results.

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[16] http://www.undp.org/content/undp/en/home/operations/about_us/

[17] Gender Mainstreaming Course on Learning Management System

The first domain is ***technical***. Dozens of excellent strategies, policy papers, laws, guidelines and TORs could be produced and number of trainings could be successfully delivered. While this is a critical factor, still it is not enough to generate change toward gender equality.

The second domain is ***political***. Number of decisions, policy acts, laws and regulations on gender equality could be adopted and even the right gender rhetoric could be heard from different tribunes, including high level. Yet, the progress made in the first and second domains, will not automatically lead to a gender change. With changes in only domains 1 and 2 will create little difference on the ground.

The third factor is ***environment in daily practice*** (norms, culture, values, and attitude). This is the most difficult domain that bring about transformational change.

In other words, while changes in technical domain are easier to bring about (experts, guidelines, tools), the changes in the other two domains are much more difficult to attain: (ii) decision making (iii) environment, daily practice.

To resume, we could only say about a real progress toward gender equality when we have the results registered in all three mentioned domains. In other words, we could say about attaining progress in gender equality only when we simultaneously have:

(i) Tools and documents in place.
(ii) The systems and mechanisms established and operational, and the
(iii) People who are responsive towards the notion of gender equality meaning equal rights and equal opportunities for all (women, men, boys and girls) to enjoy gender equality, human rights and an environment enabling women and men equally realize their potential and capabilities in daily lives.
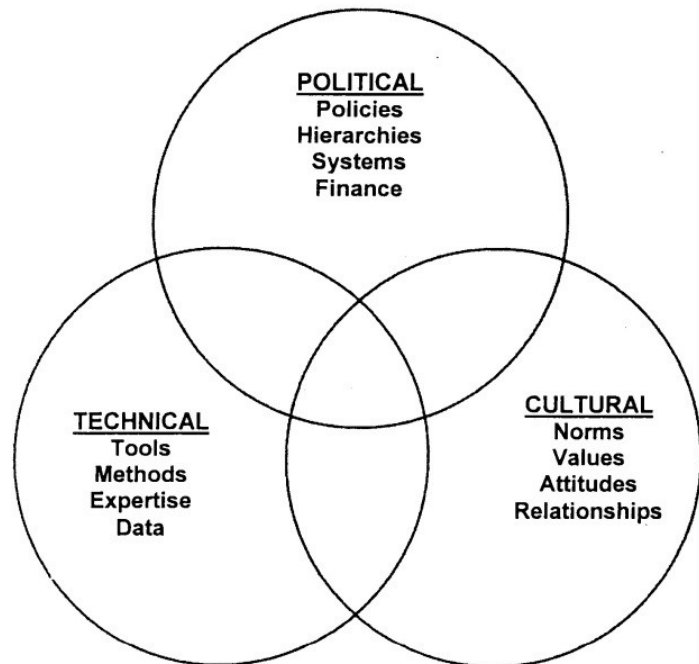
**7.2 TEN STEPS OF GENDER MAINSTREAMING:**

Gender mainstreaming is the integration of a gender perspective and gender analysis into all stages of design, implementation, and evaluation of projects, policies, and programmes. A guideline on 10 steps of gender mainstreaming *"Gender Mainstreaming in Practice: A Toolkit"* is recommended to consult for gender mainstreaming actions.

Ten Steps of Gender Mainstreaming are:

1. Mainstreaming Approach to Stakeholders: Who are Decision-Makers?
2. Mainstreaming Gender Agenda: What is the Issue?
3. Moving toward Gender Equality: What is the Goal?
4. Mapping the Situation: What Information Do We Have?
5. Refining the Issue: Research and Analysis
6. Deciding on a Course of Action: Designing Policy Interventions and Budgets
7. Arguing Your Case: Gender Matters!
8. Monitoring: Keeping Gender-sensitive Eye on Things
9. Evaluation: How Did We Do?
10. Engendering Communication

More information and guidance notes on gender mainstreaming and gender analysis please see on UNDP Global Document Centre: https://intranet.undp.org/global/documents/GenderEquality/Pages/resources.aspx

## VIII. UNDP GENDER MARKER AS A CORPORATE TOOL TO TRACK GENDER INVESTMENTS:

*This section provides guidelines for application of Gender Marker Tool.*

UNDP introduced Gender Marker in 2009 as a corporate ATLAS-based tool to track gender investments. The scores reflect the expected and planned contributions of allocated budges to gender equality and women's empowerment. This special "gender attribute" records scores. ATLAS automatically generate a report reflecting actual gender expenditures.

Every output for development and management projects is scored vis-a-vis four points scale: from 0 (no gender impact) to 3 (gender equality as a significant objective).

No single "correct" gender marker rating exists. There could be good arguments for both GEN 1 and GEN 2. Assessing contributions to gender equality is not an exact science. It will differ based on many reasons. The aim of exercise is that office staff discuss gender marker score and give honest and accurate reflection.[18]

It is important to note that *GEN 3 and GEN 2 scores require a focus on gender equality as an objective for the expected output* <u>rather than on women and girls as a target group.</u>

**Descriptions of Gender Scores:**

| Score: | Description: |
|---|---|
| **Gender Score 3:** Gender equality is a principal objective of the output | For GEN 3, gender equality is an explicit objective of the output and the main reason that this output was planned. |
| Examples of outputs that could be scored GEN 3 | • A resource guide on **gender and climate change** is developed. (Includes gender impact analysis and ensures that climate change policies are gender-responsive). |
| **Gender Score 2:** Gender equality is a significant objective of the output | For GEN 2, gender equality must not be the main objective of the expected output, but the output is expected to promote gender equality in a significant way. |

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[18] Guidance note. Tracking Gender-Related Investments and Expenditures in ATLAS. BDP, 2009

| Examples of outputs that could be scored GEN 2 | • A handbook for political parties is developed (The entire knowledge product will reflect gender analysis and sex-disaggregated data. The handbook will also provide relevant examples on how to make political parties more accessible to women). |
|---|---|
| **Gender Score 1:** Outpus will contribute in some way to gender equality but not significantly. | For GEN 1, gender equality will not be one of the main reasons for having this output or critical in its design. Nevertheless some aspect of the output e.g. one of the activities is expected to promote gender equality. In contrast to GEN 2, the output is not expected to contribute to gender equality in a significant way. |
| Examples of outputs that could be scored GEN 1 | New system and procedures are established to enhance efficiency and transparency in public service. (The main objective of most of the activities that constitute this output is to promote government accountability and transparency in public service. One or two of the activities will focus on promoting gender equality, for example, by organizing a training to share information with women organizations. If promoting gender equality is a secondary objective of the output (for instance, insuring that these new systems and procedures target both women and men equally, such as by establishing some mechanism to strengthen the interface between women's organizations and the government or by promoting the active participation of women in ensuring transparency, the output could be scored GEN 2) |
| **Gender Score 0:** Outputs will not contribute noticeably to gender equality. | For GEN 0, outputs that are not expected to contribute to gender equality in a noticeable way. Activities that constitute the output are not targeted to promoting gender equality. |
| Examples of outputs that could be scored GEN 1 | The planned action does not take the different needs and interests of women and men into account. Activities are planned in a way that assumes that services "for people" will meet the needs of everyone. |

## IX. UNDP GENDER SEAL:

*This section presents the key highlight of the corporate Gender Seal certification process at UNDP.*

UNDP Gender Equality Seal is a corporate certification process introduced in 2011-2012 that recognizes UNDP offices and units for delivering transformational gender results, which could not come about via "business as usual" approach.

Gender Equality Seal is visualized as a **quality assurance mechanism** that will contribute to this process by tracking, measuring and certifying the **capability and potential** of Country Offices to go from **"good" to "great"**

Gender Seal three levels of certification:

- Gold (great)
- Silver (good)
- Bronze (improving)

*Gender Seal is an indication of:*

- ✓ Proven expertise in designing and implementing effective projects/programmes for women's empowerment and gender equality

- ✓ Consistent advocacy and support for gender equality and women's rights
- ✓ Significant contributions to advancement of national gender equality goals
- ✓ Gender-responsive planning, budgeting and resource management for gender-equitable results
- ✓ Enabling policy framework for effective engagement with gender issues on the ground
- ✓ Effective mechanisms for managing gender-responsive change processes
- ✓ Safe working environment, free of violence and discrimination
- ✓ Organisational culture of equality and respect for diversity

UNDP promotes Gender Seal as a global brand, recognized by government counterparts, civil society partners, donors and the public as a guarantee of commitment, expertise and effectiveness in protecting and advancing women's rights and gender equality. ***Award of the GE Seal will therefore open doors for resource mobilization by country offices for work on gender equality.***

The assessment process is carried out by trained certification teams comprising of experienced members of the UNDP gender community and gender experts from the region. The design and process of the Gender Seal will be finalized in consultation with key members of UNDP gender community, including the network of Gender Advisors, Regional Gender Advisors, and representatives of Country Office.

The award of Gender Seal to Country Offices *will be linked with incentives such as **fast-track access to UNDP Trust Funds**, showcasing of innovations and technical support for developing "next generation" approaches.* Certification will also enable offices to use Gender Seal logo on websites, in communications and on publications and knowledge products.

*Certification Process*

Gender Seal certification process is initiated in response to a CO request. The following steps are envisaged:

- ❑ **Pre-selection process** to be led by gender teams at the Regional Centre. Country offices will be oriented to Gender Seal and offered online coaching to prepare for certification.
- ❑ **Screening of requests** by the designated screening team based on transparent criteria. Requests may be submitted at any time but will be processed and screened once every quarter.

- ❑ The menu of **criteria** could include the following, with applicants required to meet at least four in order to be eligible for screening.
  - ❖ Gender Focal Team in place
  - ❖ CO Gender Strategy and Action Plan in place
  - ❖ Overall gender parity
  - ❖ At least 25% of projects are scored at 2 or more on the Gender Marker
  - ❖ Yellow or Green light on the Global Staff Survey dashboard.

- ❑ **Virtual meeting** will be held with members Regional Gender Team or Gender Seal certification team to explain the methodology, agree on timelines and logistical issues and draw up a list of preparatory actions and secondary data to be collated.

- ❑ **Setting up of appraisal team**, includes a member from global Gender Seal Secretariat, a member of Gender Team in Regional Centre, and an external expert.

❑ **Appraisal visit** (eight working days), comprising four days for briefings and data collection through key interviews, focus group discussions, and workshops (both within and across work teams and functional units); two days for data processing and analysis; one day for all-staff workshop to share findings and suggested grading; one day for meeting with senior management and Gender Team, to finalize grading and agree on follow-up actions.

❑ **Recommendation for certification** are presented to headquarters Gender Seal Unit, for consideration by Apex Certification Committee.

❑ **Award of certification** by Administrator (within 30 days of the completion of the audit process).

❑ **Post-certification support** to develop an implementation plan based on the lessons and strategic recommendations from the exercise.

**Parameters for Appraisal of Gender Equality Seal:**

A. *Management system:*

- Has a Gender Focal Team been established? Is it headed by a senior manager?
- Is there a full-time Gender Advisor? What is the nature of the contract held by this person?
- How are the Gender Advisor and thematic gender experts positioned within the office organigram?
- Does CO have Gender Action Plan? Is it aligned with Integrated Workplan?
- What is the picture of gender mainstreaming in programmes revealed by the Gender Marker?
- Are gender equality outcomes reflected in RCAs of senior managers?
- What is the picture of gender mainstreaming revealed by ROAR, Balanced Score Card and Executive Snapshot?

B. *Enabling policy framework:*

- Have all corporate policies for gender equality in the workplace (prevention and redressal of sexual harassment, work-life, gender parity) been notified at the local level? Are these consistently applied?
- Are their clear guidelines/policies regarding integration of gender into the project cycle? Are these consistently applied?
- Are policies and guidelines on workplace diversity being consistently applied?
- Have codes of conduct and norms of acceptable behaviour (e.g. regarding use of sexist language) been defined and clearly communicated to staff?
- Are corporate policies and guidelines related to recruitment and career development being followed?

C. *Resources:*

- Financial resources – have resources for gender equality projects been earmarked in CO budget? What proportion of total programme/non-programme resources are being invested in gender equality?
- Technical resources - has CO developed any gender mainstreaming tools (programme/project tools, HRD tools, communications and advocacy tools)? Have global been adapted to the local context? Are they being consistently used by staff?

- Institutional resources - does CO access and use institutional resources for gender mainstreaming (HD database, global knowledge products, learning packages and tools)? Has the CO added to this global pool of resources?

D. *People:*

- Do all staff have basic understanding of gender mainstreaming? Have all staff been through the online gender course? Have they received any face-to-face training for sensitization/perspective-building?
- Technical capacities – have all staff received specialized training on integrating gender into their particular area of activity (e.g. programming, HRM, operations, communications)?
- Specialized capacities – how many staff members are professionally qualified in the area of gender? What positions do they occupy?
- Are trained staff given opportunities to contribute their knowledge and skills to strengthen gender mainstreaming? Have they been effective in their use of these opportunities?
- Ability of key individuals to provide leadership to the gender agenda – do key individuals (senior managers, gender experts, HR managers, members of the Gender Focal Team) have the ability to act as effective gender advocates (eg explain the concept of gender equality as an essential element of UNDP's mandate; identify and address situations of discrimination; resolve conflicts through dialogue and without compromising principles of gender equality)? and human rights?
- Do women and men in the organization understand and actively support the organizational gender equality agenda? Are they supportive of actions for gender equality (eg gender integration in programmes, gender parity goals, affirmative actions, women's leadership)?
- Does the CO environment support self-critical reflection on personal gender practice? What are the formal/informal spaces for such reflection and discussion on gender equality issues?

E. *Alliances and partnerships:*

- Has CO established positive relationships with key national actors for gender equality (eg women's movements, NGOs, academia, government counterparts)? What are the outcomes of these alliances?
- Does CO collaborate with other members of the UN family and donor community to advance the gender equality agenda? What are the outcomes of these partnerships?

F. *Programmes and interventions*

- Do CO projects/programmes respond to national needs and priorities on gender equality?
- To what extent and how effectively have gender equality concerns been integrated into CO programmes/projects in focus areas? What is the impact of these projects?
- Does the CO have any targeted interventions for gender equality and/or women's empowerment? What is the impact of these projects?
- Are UNDP interventions recognised by key interlocutors (government counterparts, NGOs and civil society organisations, women's movements and other social movements) as being gender responsive and/or having contributed significantly to gender equality?

G. *Factors facilitating synergy*

- Gender Team comprising of the representatives of programme and operations divisions, including HR manager and headed by a senior manager.
- Congruence between actions for gender equality at national, regional and global levels.

- Participatory and interactive processes of programme planning, involving cross-programme teams.
- Open and transparent systems of decision-making and planning.
- Systematic documentation and codification of the best practice in both programme and operations.
- Effective information-sharing and knowledge management.

## X.   KEY TERMS AND CONCEPTS ON GENDER:

*This section provides the key definitions of gender equality concepts.*

**Gender:**
"Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a women or a men in a given context. In most societies there are differences and inequalities between women and nmen in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criterial for socio-cultural analysis include class, race, poverty level, ethnic group  and age."[19]

**Gender Equality:**
"Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognizing the diversity of different groups of women and men. Gender equality is not a "women's issue" but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development."[20]

Gender equality is the process of being fair to women and men. To ensure fairness, measures must of ten be avaialbe to compensate for historical and social disadvantages that prevent men and women from otherwise opera

**Gender Mainstreaming:**
"Mainstreaming a gender perspective is the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that

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[19] OSAGI, 2001, "Gender Mainstreaming: Strategy for Promoting Gender Equality Document."
[20] Ibid.

women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality."[21]

**Women's Rights:**

"The human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on ground of sex are priority objectives of the international community."[22]

"As defined in Article 1, "discrimination against women" shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."[23]

**Women's Empowerment:**

"Women's empowerment has five components: Women's sence of self-worth, their right to have and to determine choices, their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally."[24]

"The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to control her own destiny. This implies that to be empowered women must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), they must also have the agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions. And to exercise agency, women must live without the fear of coercion and violence."[25])

A "bottom-up" process of transforming gender power relations, through individuals or groups developing awareness of women's subordination and building capacity to challenge it.[26]

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[21] ECOSOC, 1997, "Report of the Economic and Social Council for 1997", A/52/3, charter IV, "Special Session on Gender Mainstreaming."

[22] World Conference on Human Rights, 1993, Vienna Declaration and Programme of Action, A/CONF.157/23, paragraph 17.

[23] CEDAW

[24] UN Secretarial, Inter-agency Task Force on the Implementation of the International Conference on Population and Development's Programme of Action, "Guildelines on Women's Empwerments"[www.un.org/popin/unfpa/taskforce/guide/iatfwemp.gdl.html].

[25] Millenium Project Task Force on Education and Gender Equality, 2005, Taking action: achieving gender equality and empowering women.

[26] AWID

**Gender Parity:** "…equal numbers of men and women at all levels of the organization. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness."[27]

**Gender Balance:** Gender balance refers to the ratio of women to men in any given situation. Gender balance is achieved when there are approximately equal numbers of men and women present or participating . This is sometimes also referred to as gender parity.

**Gender-based Violence:** "Gender-based violence is a form of discrimination that seriously inhibits women's ability to enjoy rights and freedoms on a basis of equality with men…Gender –based violence, which impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights convensions, is discrimination within the meaning of Article 1 of (CEDAW)."[28]

"…any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life."[29]

"…any harmful act that is perpetrated against a person's will and that is based on socially associated differences between males and females. As such violence is based on socially ascribed differences. (G)ender-based violence includes, but is not limited to sexual violence. Whilde women and girls of all ages make up the majority of the victims, men and boys are also both direct and indirect victims. It is clear that the effects of such violence are both physical and psychological, and have long term detrimental consequences for both the survivors and their communities."[30]

**Affirmative Action:** is a practical policy to increase the diversity of an organization through human resources initiatives such as quotas for hiring women, people of color, and people with disabilities.[31]

**Beijing Declaration/Platform for Action 1995:** represents an international agenda for achieving women's rights and empowerment. The Beijing Declaration was a statement of commitment by the 189 participant governments that the status of women had to be improved by removing obstacles to education, health and social services. They recognized that efforts to improve women's participation in decision-making roles and the further participation of women in economic, social, cultural and political spheres must coincide with action to deal with problems of violence against women, reproductive control, and poverty. The Platform for Action laid out specific directives for governments, international organizations, national organizations and institutions to achieve the commitments of the Beijing Declaration. [32]

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[27] UNDP Gender Parity Report 2007.

[28] Committee on the Elimination of All Forms of Discrimination against Women, 1992, General Recommendation 19 [www.un.org/womenwatch/daw/cedaw/recommendations/recomm.htm].

[29] DEVAW, Article 1.

[30] ECOSOC Humanitarian Affairs Segment, 2006,"Addressing Gender-based violence in Humanitarian Emergencies, "Gender-based violence and the role of the UN and its Member States" [www.un.org/docs/ecosoc/meetings/2006/doc/Presentation%20Mr.%20Michel.pdf].

[31] AWID

[32] AWID

**The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW):** is an international treaty which lists the human rights of women. It is commonly referred to as the "Women's Convention" or "CEDAW". CEDAW was adopted by the United Nations General Assembly in 1979 and entered into force in 1981. As of May 2003, 173 (185) countries had signed CEDAW, though many have broad reservations in relation to it.

CEDAW contains guarantees of equality and freedoms from discrimination by the state and by private actors in all areas of public and private life. It requires equality in the fields of civil and political rights, as well as in the enjoyment of economimc, social, and cultural rights. Both direct discrimination and indirect discrimination are covered by CEDAW.

Under CEDAW, state parties assume different obligations with respect to the elimination of discrimination in a number of fields. A number of provisions in CEDAW require immediate steps to be taken to guarantee equality, while other provisions are of a more programmatic nature, under which state parties must take "all appropriate measures" or "all necessary measures" to eliminate particular forms of discrimination.[33]

**Disaggregation by Sex:** This refers to data or statistics that are collected nd presented by sex to show the respective results for women and men separately. Sometimes the term gender disaggregateion is used to refer to sex disaggregated data.

**Decent work:** Productive work that generates adequate income and ensures adequate social and legal protection. The primary goal of the ILO is to promote the opportunity for women and men to obtain decent and productive work [in both the formal and I nformal sector], in conditions of freedom, equity, security and human dignity.[34]

**Discrimination:** *Direct discrimination:* occurs when a person is treated less fabourably than another in a comparable situation, on ground such as sex.

*Indirect discrimination:* occurs when an apparently neutral provision, criterion or practice would disadvantage people on ground such as sex unless the practice is objectively justified by a legitimate aim and the means of achieving that aim are appropriate and necessary. [35]

**Engendering:** to make visible the different impact on or impact of women and men and their genders in a given context. Engendering also involves the recognition that the gender division of labour and its associated norms, valus and ideologies about masculinity and femininity are defined by a complex of power relations which tend to accord to women lesser political voice, social/cultural value, and access to and control over economic resources. These power relations of gender vary with historical and regional context, in addition to being cross cut by other social relations of class, castle, ethnicity, or race within a given society.

**Gender and Sex:** Usually, sex is understood to refer to the biological difference between male and female bodies. Gender , on the other hand, refers to the sociologically-and culturally based distinction between men and women. One's gender is therefore most often comprised of

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[33] AWID
[34] AWID
[35] EC Council Directive 2000/43/EC

those roles and attribues thaty re not purely "natural" or biologically determined, but are rather dictated by norms and traditions. Because gender is not biologically given, the attributes of both male and female gender can (and do) change over time and across cultures.

**Gender Analysis:**      Also referred to as gender-sensitive, gender-based or gender-aware analysis, this is analysis that (a) makes visible any disparities between genders and (b) analyzes these disparities according to established sociological (or other) theories about gender relations.

*Gender-sensitive analysis:* This term reminds us that gender-related differences are not always obvious. We need particular sensitivity in order to make these real and potential differences visible to policy makers.

*Gender-based analysis:* This term stresses that we are specifically looking for differences that are based on gender.

*Gender-aware analysis:* This term reminds us that although gender differences often exist, traditional research and analysis does not always make us aware of these differences. We require a specific gender perspective in order to create this awareness.

Each of above 3 terms emphasizes a different aspect of gender analysis, but they are often used interchangeably. Remember, the term is not the most important thing – our focus should be on the general principal that all of these concepts refer to.

**Gender-blindness:**      means ignoring the different socially determined roles, responsibilities and capabilities of men and women. Gender-blind policies are based on information derived from men's activities and/or assume those affected by the policy have (usually) the same (male) needs and interests.[36]

**Gender budgeting:**      A variety of processes and tools that attempt to assess the impact of government budgets, mainly at the national level, on different groups of men and women, through recognizing the ways in which gender relations underpin society and the economy. Gender or women's budget initiatives are not separate budgets for women.[37] They include analysis of budget , and policy impact based on gender and are also commonly referred to as Gender-Responsive Budgeting or Gender-Sensitive Budgeting.

Ratification of CEDAW has broad implications on the obligations of states to ensure compliance of government activity with human rights standard on gender equality including budgeting. Governments are expected to formulate policies and implement programmes that effectively contribute to the achievement of social and economic development goals in their countries. These goals and the tools used to achieve them must be consistent with government's commitments to achieve equality for women. An explicit process relates to

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[36] Kabeer (2003)
[37] Kabeer (2003)

four main dimensions of the budgets: revenue, expenditure, macroeconomics of the budgets, and budget decision-making. [38]

**Gender disparities:** These are differences between men and women in respect to their status, situation, rights, responsibilities, or other attributes. Also known as inequality of outcome, disparities are not always the result of gender discrimination.

**Gender Division of Labour:** learned behavior in a given society/community that conditions the division of labour in the productive systems- in other words, which activities, tasks and responsibilities are perceived as male and female and largely performed accordingly.

**Gender Equity:** is the process of being fair to women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent men and women from otherwise operating on the level playing field. Equity leads to equality. [39]

**Gender Impact Assessment:** Examining policy proposals to see whether they will affect women and men differently, with a view to adapting these proposals to make sure that any discriminatory effects are neutralized and that gender equality is promoted.

**Gender-neutral:** Gender-neutral policies are not specifically aimed at either men or women and are assumed to affect both sexes equally. However, they may actually be gender-blind. [40]

**Gender Perspective or Gender Lens:** Using a "gender perspective" means approaching or examining an issue, paying particular attention to the potentially different ways that men and women are or might be impacted. This is also called using or looking through a "gender lens." In a sence, it is exactly that : a filter or a lens that specifically highlights real or potential differences between men and women.

**Gender Relations:** The social relationships and power distribution between women and men in both the private (personal) and public spheres.

**Gender Roles:** These are the roles assigned to men and women respectively according to cultural norms and traditions. Most often, gender roles are not based on biological or physical imperatives, but rather result from stereotypes and presumptions about what men and women can and should do. Gender roles become problematic when a society assigns greater or less value to the roles of one gender.

**Gender Stereotypes:** arise from (often outdated) presumptions about the roles, abilities and attributes of women and men. While in some specific situations, such stereotypes can be found to have a basis in reality, stereotypes then become problematic when they are assumed to apply to all men

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[38] "Budgeting for Women's Rights. Monitoring government budgets for Compliance with CEDAW", p.6
[39] Gender and Water Aliance
[40] Kabeer (2003)

or all women. This can lead to both material and psychological barriers that prevent men and women from making choices and fully enjoying their rights.

**The Glass Ceiling:** refers to impediments that prevent women from rising to top positions in an organizations, whether public or private. Thus this includes the political, public, social, justice, and economic domains. The term "glass" is used as these impediments are apparently invisible and are usually linked to the maintenance to the status quo in organizations as opposed to transparent and equal career advancement opportunities for women and men within organizations.

**Reproductive Health:** is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its functions and processes. Reproductive health therefore implies that people are able to have a satisfactory and save sex life and that yet they have the capability to reproduce and freedom to decide if, and when and how often to do so.[41]

**Reproductive Labour:** This refers most often to work in the domestic sphere or other caring work (often done by women) that is performed without pay or the expectation of pay, and is not calculated as part of gross domestic products. It involves the maintenance of social and family structures upon which productive labour depends. It is also referred to as social reproduction.

**Sexual Harassment:** is unwanted sexual attention that intrudes on a person's integrity. This includes requests for sexual fabours, unwelcome or demeaning remarks, or touching. It is a form of discrimination and is about an abuse of power. [42]

**Socialization:** means that people are taught to accept and perform the roles and functions that society hs given them. Men and women are socialized into accepting different gender roles from birth. Establishing different roles and expectations for men and women is a key feature of socialization in must societies. [43]

**Violence against Women:** any act of gender-based violence that result in, or is likely to result in, physical, sexual, or psychological harm or suffering to women, including threats of such acts, coercion, or arbitrary deprivations of liberty, whether occurring in public of in private life.

Violence against women shall be understood to encompass, but not limited to, the following:

- Physical, sexual, and psychological violence occurring in the family, including battering, sexual abuse of female children in the household, dowry-related violence, marital rape, female genital mutilation and other traditional practices harmful to women, non-spousal violence , and violence related to exploration;
- Physical, sexual, and psychological violence occurring within the general community, including rape, sexual abuse, sexual harassment and intimidation (at work, in educational institutions, and elsewhere), trafficking in women, and forced prostitution;

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[41] AWID

[42] AWID

[43] AWID

- Physical, sexual, and psychological violence perpetrated or condoned by the State, whether it occurs. [44]

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[44] UN General Assembly Resolution 48/104 (1993)

## XII.    List of Annexes

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