

# Gender Guidance Regional Stabilization Facilities

2022



Lake Chad Basin and  
Liptako-Gourma Region



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Find checklists for improving gender mainstreaming easily through this symbol marked on the relevant pages.



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# Guidance Note

## Purpose and Structure

This guidance note is developed to:

- i) guide the facilities in mainstreaming gender equality and women empowerment in programming and operations.
- ii) ensure the overall results of stabilization lay the foundation for gender equality and women empowerment in the region.

This document guides staff working on the facilities in ensuring interventions are building forward, replicate successes in the first phase of programming and incorporate learnings where needed. It aims to be practical and to provide tools to practitioners on the ground.

It is divided into the following three sections:

- 1 What and why.** This section describes the corporate stance of UNDP on gender equality and women empowerment and why this is important in its working facilities. It explains what stabilization work is, and how it is different from other programmes and operations UNDP is engaged in. A quick analysis of existing work in the six countries based on a 10 question survey feeds into an assessment of what has been done so far, strengths, weaknesses and what this guidance note should pay special attention to. Additionally, the assessment incorporates the strengths, weaknesses and opportunities collected by contacting HQ, UN Women, UNFPA and the inter-agency gender group.
- 2 How.** In this section, the focus will be on the how - guidelines will be provided to staff and management on how to ensure gender equality and women empowerment are and stay part of stabilization programming and operations. In this section tools will be provided on i) how to start a gender analysis ii) what to focus on when implementing a M&E system iii) how to ensure a 'do no harm' approach and iv) how to set up internal mechanisms to ensure equality and accountability are part of every team.
- 3 Who and where.** This section provides ample guidance notes, best practices and strategies on how to integrate gender into programming, how to prevent GBV in crisis, and how to work on women empowerment through cash for work, amongst other recommendations. It is developed by the UN, INGOs and donor governments. This section also provides a glossary of the main concepts used in this guidance note for quick referral.

## How to use this document

**This guidance note is not a stand-alone document**, it functions as an additional document to UNDP's Guidance Note on Stabilization, which is the basis of all work done in stabilization worldwide and should be used as a general reference.

The following processes will be rolled out in tandem to ensure gender equality and women empowerment are part of every level of the facilities.

This document will be presented to every national window and agreed upon by senior management. The following four other products and activities will be part of the roll out of this guidance note:

- 1** Together with UN Women, **a gender responsive conflict analysis at every country level** will be conducted. This, as explained in chapter three, will lead to better insights in power dynamics in the community and provide information on how to ensure 'do no harm' is respected.
- 2** **A tailored plan per country that has objectives that are SMART (specific, measurable, achievable, relevant, and time-bound), including goals for training**, and enhancement of capacities. Follow up will be designed together by the head of stabilization, the gender advisor in country and the Resident Representative (RR). For instance, if a country window, or a specific project site needs extra support in setting up a Prevention of Sexual Exploitation and Abuse (PSEA) plan, a cash for work scheme for women, or wants to hire more women, the Dakar Hub in collaboration with gender experts within the national windows will ensure support will be provided. Moreover, training (preferably in person) will be provided in cooperation with UN Women/UNFPA/UNDPs gender crisis facility in HQ (Head Quarters) or other training experts.
- 3** **Evaluation** will take place and best practices will be shared on a six-month basis against the seven goals in the 'How' section and based on the indicators set in the plan.
- 4** The **following checklist** is developed as a quick tool to ensure the team is on the right path. These checklists should always involve, based on the individual using them, a timeline to achieve the goal as well as steps to reach the goal.

# Acronyms

**CEDAW** Convention on the Elimination of all Forms of Discrimination against Women

**COs** Country Offices

**CRPD** Convention on the Rights of Persons with Disabilities

**CSOs** Civil Society Organizations

**FGDs** Focus Group Discussions

**FGM** Female Genital Mutilation

**GEI** Gender Equality Index

**GES** Gender Equality Seal

**ILO** International Labour Organisation

**KIIs** Key Informant Interviews

**KPIs** Key Performance Indicators

**LCB** Lake Chad Basin

**LGA** Liptako-Gourma Authority

**LGR** Liptako Gourma Region

**M&E** Monitoring and Evaluation

**OPDs** Organizations of Persons with Disabilities

**ODA** Official Development Assistance

**PMD** Performance Management and Development

**SP** Stabilization Programme

**SDGs** Sustainable Development Goals

**SFLG** Stabilization Facility for the Liptako-Gourma region

**SGBV** Sexual Gender Based Violence

**TORs** Terms of Reference

**UNSC** United Nations Security Council

**UNDP** United Nations Dev Programme

**WPS** Women, Peace, and Security

# What? and Why?

- This section describes the corporate stance of UNDP on gender equality and women empowerment and why this is important in its working facilities.
- It explains what stabilization work is, and how it is different from other programmes and operations UNDP is engaged in.
- A quick analysis of existing work in the six countries based on a 10 question survey feeds into an assessment of what has been done so far, strengths, weaknesses and what this guidance note should pay special attention to.
- Additionally, the assessment incorporates the strengths, weaknesses and opportunities collected by contacting HQ, UN Women, UNFPA and the inter-agency gender group.



1.

# Corporate commitment to gender equality

*Gender equality is an essential component of human rights, which is one of the main pillars of the United Nations (UN) institutional architecture.*

Within the doctrine of international human rights, various components aim to address the challenge of gender inequality, perhaps most notable of which is the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

Gender equality is central to the mandate of UNDP; intrinsic to its development approach; increasingly recognized both as an essential development goal on its own and as vital to accelerating sustainable development overall towards achieving the 2030 Agenda for the Sustainable Development Goals (SDGs). The 2030 Agenda envisions a world “of universal respect for human rights and human dignity” in which “every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed” and gender equality is essential in “leaving no one behind” as one of the guiding principles in this agenda. UNDP is committed to gender equality and the empowerment of women, and its work is guided by the Gender Equality Strategy. This commitment is not only towards SDG 5, but also to ensuring that gender equality is a cross cutting issues in the work of all other SDGs as well. UNDP is committed to removing all such barriers not only for those we serve, but for all women and gender non-confirming employees at UNDP.



# Understanding Stabilization

The Stabilization Programme (SP) is different from other programmes of UNDP, it requires a change of mindset. "Business-as-usual" is not an option to implement SPs. While in 'normal' programming there is room for extensive analyses and consultation, stabilization is a different ballgame.

The nature of stabilization is based on the principles of speed, scale and rebuilding the social contract between citizens and the state; quick interventions to immediately rehabilitate basic services (max. 18 months) and creating the conditions for communities to return home safely in places that have been destroyed. In stabilization, there is limited to no time between planning and implementation. The main partner is always the government. The intended results are short term and should be achieved fast. Yet, stabilization work can and should be foundational for longer term goals as human rights, peace and gender equality. This means that activities cannot contribute to or re-establish harmful practices and power structures, should ensure safety for women and girls, should guarantee women and girls are part of the rebuilding process and decision making, and contribute to the establishment of healthy masculinities and an intersectional approach to gender.

This guidance note could be implemented at the four levels the stabilization programmes take place:

**At UNDP Regional Hub level** (Dakar) where the two facilities are coordinated

**Regional coordination mechanisms** (the Regional Stabilization Strategy (RSS) Secretariat in Chad, and the Liptako Gourma Authority (LGA) Stabilization Secretariat in Burkina Faso).

**The national country windows/offices** (Cameroon, Chad, Niger, Nigeria in LCB and Burkina Faso, Mali and Niger in LG).

**The 21 existing intervention sites** ("Joint Action Plans or JAPs") in LCB, and 27 planned in LCB and 60 in LG.

Gender equality and women empowerment are important at every level and to all staff, yet the onus of the work, especially since this is the first across the board effort for gender equality and women empowerment, will be on management at the country level, at the sub national and at the Dakar Hub level. Management has the obligation to set the example and is responsible for ensuring this guidance note is being implemented, the corporate requirements are met and the entire team is on board.





All SP results should be measured well so they set a solid foundation for long term efforts for gender equality and women empowerment once immediate stabilization activities have ended. Considering gender equality and women empowerment does not have to be a slowing force. Rather, it asks for a different approach regarding what we do usually. Making inclusion of women and girls in planning from the get-go a reality is essential, for instance by investing in maternity wards in the hospitals rehabilitated, prioritizing rebuilding schools for girls involving women in non-traditional areas of work, creating safe places for women, and work with the government on getting the message across. Stabilization in principle rehabilitates rather than builds new structures. Yet, in the spirit of building back better, if facilities such as maternity wards or girls schools were not present prior to the programme, these should be included in the rehabilitation plans.

To achieve transformational change or overthrow the patriarchy is not the main goal of stabilization, yet activities could be seen as an opportunity to challenge traditional gender roles and should contribute to gender equality and women empowerment. In the aftermath of crises, women may have access to capacity building or new livelihood opportunities outside of their previous traditional responsibilities and men might find themselves in different circumstances than before, possibly with more openness and acceptance to gender equality. By explicitly building on these new roles and opportunities in post-crisis responses, women's empowerment and leadership can be supported and lives of communities can be transformed. The misconception that immediate response activities and gender-responsiveness are sequential processes impedes both the effectiveness of short-term interventions and long-term sustainable recovery.

Stabilization builds towards human rights and assumes that security and safety, basic services, paid labor, shelter and equality are essential for everyone, this means that building back a situation where there are for instance functioning schools, hospitals, and employment starts immediately. In this guidance note practical tools are proposed to ensure that even when UNDP is moving fast and at scale, it does not lose sight on gender equality and women empowerment.

## Gender equality and women empowerment in stabilization

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## Lake Chad Basin

A specific layer of complexity for the Lake Chad Basin (LCB) region is that it straddles four countries, two regional economic communities, two countries that are landlocked, and two countries that invest more in the development of their coastal regions than their Sahelian interior.

The region has huge potential as a hub for farming, livestock, and fisheries, not just in primary production, but also in the cross-border trade and services economy that links production areas to markets. Prior to the insurgency, Northeast Nigeria did more trade across national borders than it did with the rest of Nigeria. Nascent efforts to enhance cross-border cooperation to resuscitate and develop cross-border trade, within a broader common framework for addressing the root causes of the crisis, should be fully supported with appropriate advocacy, capacity development and resources.

Thus, in SP, priority must be given to re-establishing the presence as well as the authority of the State: a 'peace dividend' of essential infrastructure and basic services, facilitation of access to livelihoods, and the establishment of conditions for private sector development and job creation. The key focus must be on improving conditions for youth in general, and for women and girls, and to ensure that all activity conforms to a gender guidance with protection and empowerment at its heart.

The populations living in the LCB depend heavily on the Lake Chad for their livelihoods (ie. access to water for farming, livestock rearing and drinking, fishing, hunting), but pressure on these resources is increasing significantly, because of intensified extraction and, more importantly, climate change. This has caused the shrinking of water surface over the past four decades (from 25,000 km<sup>2</sup> to only 2,500 km<sup>2</sup>), heavily impacting economic activities and food security in the Lake Basin. It is expected that the reduced availability of water will further trigger conflicts between communities, who seek water for survival, and might therefore be more inclined to associate with Boko Haram to find alternative solutions for subsistence.

## Liptako Gourma

The Liptako Gourma Region (LGR), comprised of bordering regions in Mali, Burkina Faso, and Niger, is home to approximately 17 million people. Since 2015, it has increasingly become one of the epicenters of violence in the Sahel, experiencing a proliferation of armed groups. During the period between 2018 and July 2020 there was a fivefold increase in the number of violent incidents and conflict-related deaths compared to the 2015-2017 period. Inter-ethnic violence is also on the rise. The crisis has triggered significant displacement of populations in the three countries.

The conflict in the Sahel is caused by a complex interplay of factors, including political marginalization and grievances, extremist jihadi ideologies, competition over natural resources, different streams of organized transborder crime, and locally confined inter-and intra-community conflicts. Climate change and related natural hazards such as droughts and floods further aggravate socio-economic vulnerabilities. Since 2020, the outbreak of COVID-19 combined with related movement restrictions imposed by the three governments has added another layer of vulnerability for populations in the LGR, further eroding livelihoods and increasing poverty, besides negatively impacting food security. Despite these multiple factors of instability, the Liptako-Gourma sub-region has strong potential and assets to address existing risks and vulnerabilities. To respond to this crisis, in recent years several initiatives have been established, or strengthened, for institutional coordination on matters of security and development approaches, based on the acknowledgment that exclusively military solutions are not sufficient to address the multidimensional crisis in the Sahel.

In this framework, there is a growing recognition that, despite the number of existing initiatives, more efforts need to be pursued to swiftly redeploy authorities and state services to local areas, once they have been secured from the presence of militias, and to launch social cohesion initiatives to avoid the return of jihadists. As a response to this call, UNDP and its partners quickly mobilized to develop the Stabilization Facility for the Liptako-Gourma region (SFLG) with the aim of supporting the Liptako-Gourma Authority (LGA) and the Government of Mali, Niger and Burkina Faso to implement quick impact projects in so-called "fragile" areas in order to facilitate the redeployment of authorities and essential services in the framework of the "civilian surge".



# UNDP work in the Lake Chad Basin

## Stabilization in the LCB

In just over 18 months, the Regional Stabilization Facility (RSF) for Lake Chad, supporting the Boko Haram conflict-affected areas in Cameroon, Chad, Niger, and Nigeria, has yielded significant results. Life has returned to normal in some formerly abandoned areas (including through cross-border support) following the rehabilitation of over 1,800 infrastructures and the restoration of basic services, which directly impact over 900,000 people and contribute to improved social cohesion. In 2020, the RSF provided more than 30,000 people with access to healthcare in the Lake Chad Basin. Economic opportunities for close to 20,000 people empowered youth and women across the region. To date, 35,000 people (including women and youth-at-risk) in the LCB have received livelihood opportunities, 2355 individuals have benefited from cash-for-work, 251 social service infrastructures, including 16 schools, have been rehabilitated, and 48 security and justice buildings have been constructed and/or rehabilitated. All active 21 intervention sites have operational early warning systems in place. In Northeast Nigeria, 72% of households surveyed in Borno and Yobe states reported an overall feeling of improved security compared to early 2021. Moreover, 89% of people in the stabilization sites reported satisfaction with government performance in the provision of security, basic services, and livelihoods.

At the regional level, the RSF supports the Lake Chad Basin Commission's (LCBC) Regional Stabilization Secretariat and ensure the institutionalization of governance and coordination structures, including a high-level Steering Committee, the Governors Forum, and the Regional Civil Society Forum.

## The LCB through a Gender Lens

The LCB has historically had a poor record of women's empowerment including low school enrolment, preponderance of early marriages for girls and poor participation of women in public life. The region's deep-rooted patriarchal norms, often codified in law and reinforced by socio-cultural institutions, have defined women's status through marriage and childbearing and confined them to gender roles that do not go beyond the domestic sphere.

The conflict has further exacerbated these discriminatory practices and increased insecurity for women and girls who have been victims of violence and abuse from formal and informal security providers as well as armed opposition groups.

Sexual and gender-based violence is endemic across the conflict-affected regions. Harassment of women and girls has been reported in both IDP Camps and host communities, often in the course of conducting daily domestic chores such as fetching water or firewood or whilst using latrines and showers. With rampant hunger and malnutrition, displaced women are often forced to resort to negative coping mechanisms, including survival/transactional sex to provide income for their families.

Gender inequality lies at the heart of the crises in LCB and the Liptako Gourma Region (LGR) and remain central to its sustainable resolutions. The UNDP is working in these two regions on stabilization programmes. The Regional Stabilization Facilities in Lake Chad Basin and the Liptako Gourma Region (the facilities) work in six countries with a total budget of 600 million USD on ensuring people can return home, rebuilding towns and villages and restoring basic services and a functioning economy. The Regional Stabilization Strategy and recent evaluations call for specific actions to tackle sexual and gender-based violence and for a gender-sensitive approach to be mainstreamed into all interventions. While this document aims to be the go-to place for everything related to gender equality and women empowerment in stabilization work in the Lake Chad Basin and the Liptako Gourma Region, stabilization work can also be unpredictable and pose risks, therefore the reader should let their common sense prevail.

## Stabilization Work in the Lake Chad Basin: Phase I

In Phase I of the RSF in Cameroon, Chad, Niger and Nigeria much has been achieved for women empowerment and gender equality. Since the Liptako Gourma Stabilization Programme is in its first phase, it will benefit from the lessons learned in the Lake Chad Basin.

Below is a snapshot of current activities and best practices that have been done and continue to be implemented based on conversations and a ten-question survey with staff in the national windows:

- 1) Having **women accounting for more than 50% of beneficiaries in cash for work** and focus on women-headed household in all six countries
- 2) **Involve women groups in the planning phase**
- 3) Having **women elected at top leadership positions in Community Stabilization Committees** in societies that are reputed to be very conservative;
- 4) **Training and community sensitization on human rights and SGBV** (Sexual Gender Based Violence), targeting not only women, but duty bearers (civil and security authorities, community leaders etc.)
- 5) **Media outreach and radio programmes encouraging women to speak out anonymously**
- 6) **Increasing access to water and clean energy** because women and girls are by culture responsible for water and firewood for the family and this holds them back from education and professional activities
- 7) **Training on gender equality for security forces**
- 8) **Communication material (radio shows) on healthy masculinities**
- 9) **All data is disaggregated by gender**
- 10) The LCB Secretariat has been using **gender sensitive analysis tools** such as the Gender Based Analysis Plus tool. All the processes led and coordinated by the Secretariat, in particular at the territorial level, included and promoted actively the participation of women and youth groups.

*The following is still needed/missing:*

- 1 A senior technical resource, gender specialist, and less senior staff (at a country level)
- 2 Training of staff on basics in gender equality, mainstreaming, and budgeting
- 3 Dedicated resources for specific gender activities
- 4 The gender ratio is very low in all teams where men are a majority – this needs to change
- 5 Women staff indicate that they feel unsafe while doing their work, a more supportive and protective environment needs to be established to ensure women feel safe across the board.
- 6 Due to strong cultural and religious practices, mainstreaming gender equality is very challenging
- 7 More comprehensive analysis should be conducted to better inform and prepare project activities that promote gender equality.
- 8 A larger focus on the role of men in inequality, and inclusion of men in all levels of gender transformation and challenging of cultural norms. These experiences can and should function as a basis for the work in Phase II. The information collected also feeds into this guidance note; special attention is given to the areas that are addressed by colleagues as missing. Additionally, discussions with UNDP HQ, the inter-agency gender group in Dakar, the UNDP Accelerator Lab, UN Women and the 150 participants of the stabilization academy have been held to inform this guidance note. Especially two discussions, one with only men and one with only women provided a lot of information around strengths, weaknesses and opportunities of UNDPs current programming and plans.

# Putting the situation into perspective

Data from the *Sahel Alliance*.

- **While women provide 80% of the agricultural labour force in the Sahel** and play an essential role in household nutrition, they have less access than men to the factors of production (land, inputs, equipment, digital tools, training, information, credit, etc.).
- The **maternal mortality rate varies between 371 and 856 deaths per 100,000 live births**, due to the high prevalence of early marriage coupled with low access to maternal and reproductive health care when women need and wish to use these services.
- **In Niger, about 76% of girls are married before the age of 18.**
- **Female genital mutilation remains recurrent in the region** with prevalence rates of up to 9 out of 10 excised women and girls.
- Gender indicators for education are among the worst in the world. **Over the course of her life, a Chadian woman will receive the equivalent of only 2.4 years of quality education** compared to 3 years for a man. This inequality, combined with rapid population growth, will accentuate gender gaps in access to opportunities for human capital development, including education.
- According to current estimates, **by 2030, one in five women without education in Africa will come from the G5 Sahel**, a figure that will jump to more than one in four by 2050.
- In a security context marked by violent extremism and armed conflict, **women and girls experience the double impact of an unstable security context and social discrimination.** Yet they are excluded from the peace and security process in the Sahel.
- **Populations experience war in a gendered way** - sexual exploitation as a weapon of war overwhelmingly affects women in times of conflict.

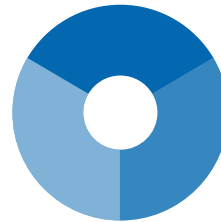
This shows that the facilities are operating in a context where there is a lot to gain. Building back is not an option since this would contribute to the structural inequality of women and girls. UNDP needs to ensure it builds back better and does so in a way that is sustainable and foundational to programming that has gender equality as its main goal post-stabilization.



# Measuring Gender: The Gender Equality Index

While Burkina Faso, Cameroon, Chad, Mali and Niger score low on UNDP's latest Gender Equality Index (GEI), there are no data on Nigeria. This index shows the loss in potential human development due to disparity between female and male achievements in three dimensions:

- Reproductive health
- Empowerment
- The labour market



Overall, the GEI reflects how women are disadvantaged in these dimensions. All countries suffer some loss in achievements in key aspects of human development when gender inequality is taken into account. There is no country with perfect gender equality.

The number below indicates how the country scores among 162 countries - this means that at least 140 countries have better indicators for gender equality and women empowerment and that Cameroon, Chad, Burkina Faso, Mali and Niger are among the 20 lowest scoring countries worldwide.

<b>Cameroon</b>	141
<b>Burkina Faso</b>	147
<b>Niger</b>	154
<b>Mali</b>	158
<b>Chad</b>	160
<b>Nigeria</b>	No data

## Gender and conflict

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In 2000, the United Nations Security Council (UNSC) formally acknowledged through the creation of Resolution 1325 the changing nature of conflict, in which civilians are increasingly targeted, and women continue to be excluded from participation in peace processes. The resolution specifically addresses how women and girls are disproportionately impacted by violent conflict and war and recognizes the critical role that women can and already do play in peace-building efforts. UNSCR 1325 affirms that peace and security efforts are more sustainable when women are equal partners in the prevention of violent conflict, the delivery of relief and recovery efforts and in the forging of lasting peace. Furthermore, the WPS agenda contains several resolutions on peace-building, prevention and stabilization, and one of the key pillars of the agenda include relief and recovery. Under the SG's Framework for implementing the agenda, UNDP has been given a specific system-wide mandate to lead on rule of law, economic recovery and participation and leadership.

UNDP has developed several tools to monitor progress which will be explained in the following section: The Gender Marker, the Gender Equality Seal, corporate guidance every programme officer should use, and the corporate commitment to minimum 15% spending on women empowerment and gender equality.



## The Gender Marker

The UNDP Gender Marker is a tool that rates gender mainstreaming and equality at the output level on a scale from zero to three. This is done in the work planning and budgeting phase, and needs to be re-assessed during regular monitoring and in the final evaluation. Each activity must be allocated a gender rating of 0, 1, 2 or 3, as follows:

**GEN3 – Activities that have gender equality as a principal objective** should be rated 3. Example: A project with the main dominant objective being to increase the number of women in the parliament, and ensuring they can operate in a safe and welcoming environment.

**GEN 2 - Activities that have gender equality as a significant objective** should be rated 2. Example: Concerted effort to promote women employment in non-stereotypical roles (i.e. policewomen, STEM-related fields).

**GEN 1 - Activities that will contribute in some way to gender equality, but not significantly,** should be rated 1. Example: A project that trains some women to become judges but does not ensure their recruitment and retention.

**GEN 0 - Activities that are not expected to contribute noticeably to gender equality should be rated 0.** Example: A project training women on beautician skills and men in computer repair skills.

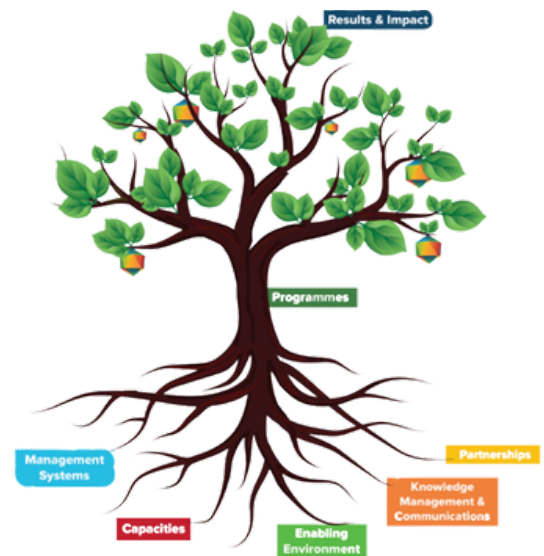
Correct application of the Gender Marker allows programmes to accurately manage, monitor and report on how much of overall programme costs is directed towards promoting gender equality and women's empowerment on a yearly basis.

Ideally, all UNDP programmes should be qualified by the Gender Marker as GEN 2: Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way. There must be evidence that a gender analysis has been done, that there will be change related to gender equality/women's empowerment and there are indicators to measure/track this change. Sometimes these are called 'gender mainstreamed' initiatives, where gender equality is adequately integrated as a cross-cutting issue by the rationale, activities, indicators and budget associated with the output.

## The Gender Seal

The Gender Equality Seal (GES) for UNDP Country Offices promotes an organizational culture of gender equality and incentivizes country offices to meet standards by mainstreaming gender into all aspects of UN development work. The Gender Marker is a tool used within the Gender Seal.

It is UNDP's flagship initiative to build capacities and support transformational gender equality results. Using this tool and the seven areas reflected in the tree as a guidance has the added benefit of providing a readily available evaluation framework when the six country offices involved begin the Gender Seal Qualification process in 2023 and 2024. Chad is one of the 14 GES priority countries in 2022, so here the process will start even earlier. A quick check list can be found in the Annex that UNDP has been using for assessments of country offices globally.





## Core principles

The following principles should be considered in general, as they are the guiding principles of all UNDP programmes. There are also several UNDP offices and teams that could assist, and function as resource persons, their contact details can be found throughout and in the resource section. The Gender Seal website has a wide array of information available, best practices, lessons learned and tools and is easy to navigate around the below.

### Protecting Human Rights

The UNDP will ensure that (i) programme design is based on research and analysis of factors hindering the realization of the human rights of women and men; (ii) human rights principles and standards are applied in all phases of the programme cycle; (iii) and that situation analysis, performance monitoring and reporting explicitly document progress in achieving gender equality, in line with the principles and standards of the Beijing Platform for Action, CEDAW, other human rights treaties including the Convention on the Rights of Persons with Disabilities (CRPD) and global and regional commitments.

### “Leaving no one behind”

UNDP is committed in supporting partners to address multiple and intersecting forms of discrimination, such as those based on income, geographic location, migration, identity, ethnicity, age, race, religion, disability and other characteristics. Ensuring that no one is left behind requires capacities to analyze and target populations affected by multiple forms of discrimination. It also highlights the importance of using an intersectional approach to gender equality, in order to identify the ways in which people are structurally disadvantaged. Therefore, UNDP's interventions will focus on supporting such capacities and delivering quality analysis.

## Women and men as active agents of change

The SDGs can only be achieved when all people can achieve their aspirations, fulfill their potential, and when their knowledge and contributions are valued and utilized. As all women and men are active agents of change, this area focuses on ensuring that marginalized women are empowered and have the agency to make decisions over their lives, while actively participating in the development of their societies, including in policy and decision-making. As such, interventions supported by UNDP will go beyond counting numbers of beneficiaries disaggregated by sex and will focus on empowering and creating agency for women and men towards closing gender gaps. Furthermore, "participation" is a key pillar of the agenda, which recognizes that women's full, equal and meaningful participation in peace processes and political solutions is essential for effective sustainable peace and stability.

## Transforming gendered power imbalances from the roots

Transforming gendered power relations is essential for achieving gender equality and sustainable development. Therefore, UNDP will pursue initiatives that accelerate structural transformations towards gender equality by breaking down the institutional, societal, political and legal barriers that hinder its achievement. This involves working with partners, including faith-based and traditional leaders, to address the root causes of gender inequalities and change the discriminatory social norms, attitudes and practices that deny women and girls rights and opportunities.

## Engaging men & boys

This principle is aligned with the 'HeforShe' initiative, the UN global solidarity movement for gender equality, in engaging men and boys as allies in closing gender gaps and empowering women and girls, but also in addressing discriminatory attitudes and practices, and oppressive forms of masculinity that impact both women and men.

Engaging men and boys is particularly important in preventing and responding to all forms of gender-based violence as well as addressing the unequal distribution of roles and opportunities of women, men, girls and boys, both at home and in public spheres as to recognize that harmful masculinities can drive violence and extremism. Approaches will include public awareness campaigns highlighting positive masculinity, such as the benefits of men's engagement in caregiving and enhancing capacities of men and boys for inclusive engagements at household, community and policy levels, across different sectors and generations.

## Budgeting 15% for gender equality

In 2010, the Secretary General committed to the Peacebuilding Fund, which sets a target of 15% of UN-managed peacebuilding funds to be spent on projects that promote women's specific needs, advance gender equality and empower women. UNDP has set the same target of a 15% allocation of all country programme and project budgets to advancing gender equality and/or empowering women (GEN3). The UNDP approach to gender mainstreaming emphasizes integration of gender equality concerns across the programme portfolio as well as targeted investments in gender-focused and women-specific projects. Adequate funding must be provided for gender-related projects to ensure that staff are trained, senior gender specialists are involved, women in all their diversity are reached and engaged, gender-responsive monitoring frameworks are implemented, and bench marks are based on sex disaggregated data. Since core resources are limited, Country Offices (COs) are expected to be proactive in securing additional resources for gender equality from other sources.



## Contextualization

Recognizing that UNDP works in partnership with different institutions and in a range of country contexts, it will follow a contextualized and country-driven approach. The primary role of this approach is the following: leverage its integrated country platforms in addressing challenges that require multisectoral responses, (including discriminatory norms and standards); and, mobilize partnerships across the UN system to support country-specific efforts to advance gender equality and women's empowerment in the context of achieving the 2030 Agenda. To have productive, long-term and sustainable results, the involvement of and collaboration between different actors is key to UNDP.

## Innovation

Advancing gender equality calls for innovative approaches to challenge discriminatory social norms and practices. These approaches range from community conversations on difficult topics, to behavior-change campaigns. Technological innovations, from mobile banking applications to clean energy solutions can eliminate structural and societal barriers that prevent women from accessing financial and other services and break traditional patriarchal supply chains of information, resources and power. UNDP will support the inclusion of women's perspective and participation of women in innovation (policies, processes and actions). UNDP will also leverage its own experience in incentivizing performance on gender equality through its Gender Equality Seal to support the facilities in innovating tools for advancing gender equality in the private and public sectors.



# The How.

This chapter provides staff and management working within the facilities with tools and guidelines on how to ensure gender equality and women empowerment is and stays part of their work. The categories are determined by the corporate Gender Seal Tool.

As demonstrated in the tree diagram in the previous section, there are seven main 'how' categories that will guide the facilities, at regional, national and JAP (Joint Action Plan) level:

- 1) Management Systems for Gender Mainstreaming
- 2) Capacities
- 3) Enabling Environment
- 4) Knowledge Management and communications
- 5) Programmes/Projects
- 6) Partnerships
- 7) Results/Impact


As explained in Chapter 1, Stabilization work does not allow for the same amount of time and extensive research on the ground as other programmes do. Implementation needs to start as soon as possible at scale. Yet by using the following guidelines, staff can ensure that even when operating without in-depth information gender equality and women empowerment does not become an afterthought, and a foundation is created to build back better.







# Management systems for gender mainstreaming

As a starting point; at every level - JAP, national and regional, facilities **should** contribute to gender equality and women empowerment. Therefore, it is essential that a system of management accountability is in place and functional. Management must set the right example for the team at every level. The following measures contribute to this:

 • A manager shall guarantee adequate resources are made available for gender mainstreaming and 15% of the budget is allocated to GEN3 activities - meaning that gender equality is the main project goal. The realization of the requirement of 15% GEN3 is the responsibility of management, it is key to keep the finger on the pulse about the implementation and results of the project and should thus be part of the quarterly, bi-annual and annual reports. Regular updates with the team to determine if the 15% is met will help identify possible bottlenecks at an early stage. Examples of activities that are GEN3 are provided in the last section of this chapter.

 • A manager should chair an active and effective group or gender team in every country window, the following acts will help ensure this team is functional: Go through the annual work-plan and add clear goals and indicators for women empowerment and gender equality, for instance setting specific Key Performance Indicators (KPIs) for various aspects of th project (in 12 months we will #of women in the team, we will have #women beneficiaries, we have built #SGBV centers, etc.).

 • Plan a set time monthly for these meetings and ensure there is an agenda and at least three action points at the end of every meeting

• Ensure these meetings are practical in their lessons learned, for instance the gender team can train all staff every quarter on one aspect of gender equality (Gender responsive communications, scenario training around equality and harassment, etc.)



• Ensure that both programme and operations staff are represented



• Ensure both men and women are represented

• Ensure one gender meeting at a regional level where three main results for gender are being presented by every country window.

Other potential actions for managers or Heads of Stabilization to ensure gender equality inside the team include:

- Creating a safe space for staff to deepen understanding of multiple forms of discrimination** (including bringing in issues like sexism, homophobia, racism and ageism). For instance, by doing anonymous surveys, having male/female only groups or getting an outside facilitator to lead a discussion
- Recognizing and honoring individuals who have taken actions to change exclusionary norms** in their personal/professional lives. Storytelling could be a good tool to show some of individual staffs efforts or working with scenarios
- Setting up a group to discuss the experiences with other organizations**, or if this is present already, join this group and become an active member
- Reach out to the nearest UN Women and UNFPA colleagues** (or RC's gender specialists if existent) and see what could be done jointly with their teams
- The Human Resources (HR) focal point shall make it a point to monthly **circulate reading and training opportunities to learn more**, for instance on lectures, fora, as well as contact details of offices that could provide further guidance
- The HR focal point shall include at least one gender-related key result in the Performance Management and Development framework**





## Quick checklist for gender

- Ensure cash for work empowers women, and does no harm.**  
Cash for work is one of the first priorities in stabilization: depending on initial conversations with the population and using expertise of national staff on the situation and cultural context, aim for 50% of beneficiaries to be women.
- Sex and age disaggregated indicators are part of every measuring tool.**
- Plan for and with women, girls, men and boys to ensure full equality.**  
When starting the rehabilitation of structures: facilities for women are part of the plans from the get-go, including maternity wards, girls schools, womens' health centres, SGBV centres and latrines for women. Men and boys should be involved and sensitized about equality - this is the first step towards changing masculinities for the better.
- Focus on those most in need.**  
Special attention must be paid to women headed households and their particular needs.
- Women and men work side by side.**  
Women are part of the UNDP stabilization team, are represented at management level, and feel empowered at work.
- All staff feel safe in the team, as do communities working with the team.**  
All safeguarding measures are taken, prevention of sexual exploitation and abuse training is implemented, reporting systems are clear, and UNDSS is engaged to provide (extra) measures to ensure safety and security of women staff.
- A gender advisor is present but not alone.**  
Every country window has a gender advisor that has a direct reporting line to management, and ensures gender mainstreaming, gender training and data collection is done by every staff member.
- All staff keep eyes and ears open.**  
Speak to women and men when initially entering a stabilization site to gather information and ensure a tailored approach.
- No operating in the dark.**  
Gender analysis is initiated and needed but should not slow down activities - analysis can happen in parallel.
- Find and engage partners in gender equality and women empowerment.**  
Working with UN Women and UNFPA is key, especially on SGBV, analysis and training.





## Gender balance within teams

For stabilization programmes to achieve impact, **a gender-balanced team should be put in place.** The Secretary General stated that each programme is expected to set **appropriate time-bound targets for gender parity**, with a **minimum expectation of at least 45% of personnel at all levels to be women.**

The corporate Gender Equality Strategy requires that recruitment procedures be geared towards enhancing gender functional competencies across the organization. All new personnel and consultants (regardless of the nature of contracts) should possess the basic understanding, skills, experience and commitment required to work in a gender-responsive manner. It is emphasized that the lack of these attributes will be regarded as sufficient reason to reject a candidate for any UNDP staff or consultancy assignment.

Managers (particularly HR) should consider the following:

- ✓ **There should always be written encouragement for women to apply in every job advert**
- ✓ For local recruitments, **managers can reach out to women's groups** to distribute
- ✓ **Encourage women within the team to apply for promotions**
- ✓ **Check their own (un)conscious bias** when selecting candidates (most people are likely to hire someone like themselves). Useful tips can be found in this [video](#).
- ✓ **Ensure all interview panels are gender balanced**
- ✓ **Ensure flexible arrangements are in place** to facilitate tasks women employees might have at home during the selection process
- ✓ **Ensure that all language used in selection process and the vacancy is gender-inclusive**, check the easy guidelines for additional tools

## Capacities and gender mainstreaming checklist

It is essential that all staff have a basic common perspective on gender mainstreaming. The following actions will contribute to this goal:

- ✓ **HR and Management should ensure that all staff have done the mandatory trainings** (PSEA, Gender Journey, Misconduct). This can be measured in ATLAS/Quantum. Reminders should be sent out to those that have not completed the course and time should be allocated for colleagues to complete them.
- ✓ **A dedicated Gender Specialist should be part of every country office and ideally every Stabilization Country Window should have a Gender Specialist as well.** They can provide technical backstopping to programme and operational units, as well lead on developing and implementing gender-focused and women-specific programmes, building partnerships with women's movements and shaping the Country Office's (CO) advocacy on gender. An in-house Gender Specialist/Advisor should be institutionalized in the CO's architecture since gender equality, as a core component of UNDP's mandate, requires sustainable expertise. Here a link to a template of a TOR (Terms of Reference) for a gender specialist.
- ✓ **The gender specialist should have direct and regular access to management, both in the office as well as regionally.** It is recommended that there will be pre-set monthly or bi-weekly updates.
- ✓ **Gender Specialists of every window should have a monthly session between them** to share best practices and ensure their work is aligned
- ✓ **Ensure regular training opportunities on top of the basic online course.** The Gender Focal points should take the lead, at least 10% of the learning budget should be spent on gender learning.
- ✓ **Managers should ensure new recruits should be oriented to UNDP's gender mandate and introduced to the gender specialist;** they should develop at least one gender related goal withing their Performance Management and Development (PMD).
- ✓ **Gender equality issues, particularly information on country-specific gender gaps, concerns and priorities, should be integrated into all induction materials** and new personnel should be aware of guidance on integrating gender analysis into stabilization programming.
- ✓ **Ideally, every JAP would have one officer on site that is responsible for liaising with the Stabilization gender specialist at CO level.**



# Enabling environment

The UN Secretary-General committed to achieve gender parity at all levels: *"The goal is not just about numbers, but about transforming our institutional culture so that we can access and capitalize on our full potential. It is about creating a working environment that embraces equality, eradicates bias and is inclusive of all staff. Gender diversity in all sectors has been directly linked to significant gains in operational effectiveness and efficiency"*.

Through discussions with the Heads of Stabilization and women and men staff only sessions during 2021 it became clear that working on SPs for women staff is often more difficult than for men. Women often feel unsafe at work and outside of work, indicate their family life is suffering from their work and are less likely to advise young women to work in stabilization than men.

It is the obligation of UNDP to ensure that people of all genders feel safe and empowered to work in SPs. The following are some tips regarding this:

- **HR and Security should engage all staff in anonymous surveys on a regular basis about how they feel in the office, safety, what would make them feel more empowered etc.** [Microsoft Forms](#) is available to all UNDP staff. Based on the outcomes, focus groups could be organized, resources could be allocated, and changes in the team or office could be made. For instance, in a recent survey done in the Arab States region women indicated feeling unsafe in the parking lot since there was no adequate lighting. As a result, better lighting was installed, and parking spots were allotted to women to park closer to the office.
- [This initiative](#) from the 16 days of activism against violence against women shows in a user-friendly way **the concerns women deal with daily**. If possible, go through this during a team meeting to ensure male colleagues especially are aware of the extra burden female colleagues deal with daily.
- **Management should actively work on creating an environment where both men and women could speak freely and are provided an equal amount of time to speak.** As a manager it is sometimes hard to be(come) aware of micro-aggressions (mansplaining, women being interrupted more than men, gaslighting etc), therefore it is important to be alert and set the right example.

## Tips for managers:

- As a man, remember: from catcalling to mansplaining to inappropriate sexual jokes, **women are faced with all kinds of sexist and disrespectful behaviors in public and private places daily**. Most women worldwide have dealt with harassment and violence by men, UNDP colleagues are not exempt from this. [Here is more data on this from UN Women](#).
- As a manager, **there is an obligation to be an active bystander by disrupting the status quo**. Start by calling out any inappropriate behavior in a safe, respectful manner. Challenge any stereotypical notions of gender, such as "a woman should know her place", "stop getting emotional", "this is a job only men can do", "you must be getting your period". Gender discrimination against men can sound like "man up" or "toughen up". When it comes to engaging in conversation, learn the facts, so that the next time someone makes statements like the "wage gap is a myth!" or "women are just more caring and therefore belong in the house/kitchen", you can quickly squash that misinformation with facts.
- As a manager, when a report on harassment/misconduct comes to you, **take the time to listen to the survivor and ask how you can support**. Consider the following:
  - ✓ Ask if someone is comfortable if you close the door of your office.
  - ✓ Ensure you do keep full confidentiality.
  - ✓ Do not use sentences like "that never happened to me" or "that can't be true, he is a nice guy". Just because something does not happen to you does not mean it does not happen.
  - ✓ If you are unsure about how to behave in a situation, contact [ethics office or ombudspersons office](#).
  - ✓ [Here are further small steps to take](#), as developed by UN Women by each staff member individually.
- For management and HR, **ensure that when new women staff join the team there is a female security advisor briefing them on the specific security risks**.
- The Women Security Awareness Training (WSAT) could be facilitated upon request by specialized trainers from UNDSS (United Nations Department for Safety and Security). **This training is a valuable tool to create community among women and teaches useful methods for women to stay safe**. Every regional hub in UNDP has a WSAT trainer present.



## UN Corporate Stance on Gender Dynamics in the Workplace

Corporately, UNDP has a policy of **zero tolerance for sexual exploitation and abuse (SEA) and sexual harassment (SH)**, workplace harassment and abuse of authority, with clear policies and procedures to address allegations and complaints. Senior management is expected to be proactive in implementing the Policy on Harassment, Sexual Harassment, Discrimination, and Abuse of Authority and the Secretary-General's Bulletin on Sexual Exploitation and Abuse, as well as ensuring a harmonious workplace environment that is free of any form of harassment or abuse of authority. The policy specifies the following mandatory actions:

- Compliance with obligations as set out in paragraph 16 of the [Policy and in the Secretary-General's Bulletin on Sexual Exploitation and Abuse](#)
- Senior management should regularly share the Policy and the Bulletin with all UNDP personnel, and discussed key provisions, their rights and responsibilities, the courses of action, and sources of support that are available to all office personnel
- All personnel should have access to and should complete mandatory courses on [Prevention of Harassment, Sexual Harassment and Abuse of Authority](#); [UNDP Legal Framework: What Every Staff Needs to Know](#); [Ethics and Integrity at UNDP](#); and the [Online training on Sexual Exploitation and Abuse of Authority](#)
- Every country office has a Prevention of Sexual Harassment and of Sexual Exploitation and Abuse Action Plan in place. The Plan is developed and is being implemented through a collaborative process and all annual milestones should be achieved
- [This toolkit](#) could be helpful in promoting dignity and respect in the workplace
- [This toolkit](#) developed by the WorldBank in 2020 on how to address PSEA and SH risks is useful as well and provides multiple good practices

## Improving Working Conditions and Accommodations

**UNDP's flexible work arrangements are a key policy for work-life balance in the workplace, particularly in the context of the COVID-19 pandemic.** It reflects a recognition of the care responsibilities of both women and men employees and incorporates flexible work arrangements and support measures that allow employees to contribute to the organization even during times of personal crisis or family pressure. Management should ensure that staff is made aware of these provisions and encouraged to take advantage of the available facilities and flexibilities, such as:

- Parental leave policies and procedures, including encouraged use of paternity leave
- Flexible work arrangements, such as part-time, flexi-time, working from home, and compressed time schedules, can be leveraged strategically to increase productivity, work effectiveness, workload management, well-being, and ability to maintain a healthy work-life balance
- Measures to facilitate return to work after extended leave
- Time off for breastfeeding.



## Knowledge management and communications

Gender equality should be a core principle in all internal and external communications, including key messages and strategies for external influencing. Social media plays a crucial role in today's world - connecting people and bridging ideas and knowledge - not only within the development community but also with global influencers, journalists and the public. Social media platforms, including Twitter, Facebook and Instagram, provide a critical opportunity to advocate for gender equality and highlight how gender intersects with all of UNDP's work. In addition to producing gender-responsive original content, social media can also elevate the work of local women's movements, civil society organizations and/or gender champions through retweets and reposts, tagging and joining hashtag advocacy movements.

- ✓ [This checklist](#) could help when developing material especially when looking at what the picture in our comms products portrays of women and girls
- ✓ Ensure at least 15% of social media posts relate to gender equality
- ✓ Using gender-responsive and non-discriminatory language in all communications is essential and may require orientation and capacity-building of staff on the principles and practice of gender-responsive communication, [learn more here](#) and here some [easy guidelines](#) and a toolbox
- ✓ UNDP Europe/CA has created 10 principles of gender-responsive communications, these are particularly useful as a [checklist](#)
- ✓ UNDP Turkey put together this [Gender-Responsive Communication Guide](#)
- ✓ Tracking is key - this is also a requirement for the Gender Seal, so keep a list of all outgoing communications and advocacy and ensure they do not emphasize stereotypes, and that they contribute to equality and show work of the government especially

## Workplace Support Resources

Some valuable information on accountability is enclosed [here](#) and below. All the below services and offices should keep 100% confidentiality, with anonymous reporting also being an option. The following resources are to be used as reference guidelines:

- [UNDP Prevention of Sexual Harassment in the Workplace](#)
- [UNDP Policy on Workplace Harassment](#)
- [UNDP Mandatory Training Courses](#)
- [UNDP Training for Non-Staff Personnel](#)
- [UNDP Guidelines for Managers](#)
- [UNDP Guidance Note on How to Develop an Action Plan](#)
- [Bystander Tips for Preventing and Addressing Sexual Harassment](#)
- [Sample Country Office Action Plan](#)
- [UNDP Guidelines on How to Address Online Sexual Harassment during COVID-19](#)
- [UN Women How to Address Online Sexual Harassment during COVID-19](#)
- [IASC Learning Package on Protection from Sexual Misconduct for UN Partner Organizations](#)
- [Gender Seal Best Practices website](#)

The list below should ideally be circulated on a bi-monthly basis by HR to all staff:

- Ethics office: contact [ethicsoffice@undp.org](mailto:ethicsoffice@undp.org) for whenever you do not know what's right
- [Ombudspersons office](#) if you want help with informally solving conflict
- [Code of Ethics](#) if you want to read up on what is right and [where](#) to go when, [all contact info](#) is enclosed here as well as in the [United to Respect Toolkit](#).
- Investigations can be initiated through [reportmisconduct@undp.org](mailto:reportmisconduct@undp.org) as well as per [phone](#) if you want to report something for yourself or are a witness to
- Staff counsellors should be present in most locations within UN Missions. At the HQ level, UNDP provides support as well: [mayte.gamovelasco@undp.org](mailto:mayte.gamovelasco@undp.org) and [estelle.mayaud@undp.org](mailto:estelle.mayaud@undp.org)

For more information on PSEA, please see the section in the last part of this chapter.

# Who? and Where?

This section provides ample guidance notes, best practices and strategies on how to integrate gender into programming, how to prevent GBV in crisis, and how to work on women empowerment through cash for work, amongst other recommendations. It is developed by the UN, INGOs and donor governments.

This section also provides a glossary of the main concepts used in this guidance note for quick referral.



# Projects and Programmes

## A gender analysis...why?

When entering an SP site there are often only weeks between the first visit and implementation. This means that taking some risks is unavoidable, as there is no time for extensive assessments and analyses. To ensure the risks are calculated risks, the following may be considered:

- Conflict analysis must be done at every phase, and staff should be trained to carry out the analysis regularly, rather than having to hire a consultant.
- When entering an SP site, ensure national and international staff operate together. National staff possess essential information on the cultural context, contacts and expertise and international staff can bring good practices from other countries.
- Ensure when meeting community members to meet men and women to understand both perspectives
- First, ensure with government and community leaders under what circumstances meetings are happening (for instance, be culturally aware of relationships/greetings etc between men and women)
- Ensure with community leaders and government that especially when it comes to cash for work, people are able to work in the area they want, the best is to let this happen organically.
- Useful documents on how to develop gender analysis can be found in the footnotes below.

For UNDP to ensure programmes and operations are contributing to women empowerment and gender equality, it is pivotal to get deeper into gender and power relationships. This should be considered at SP sites, national levels at the six countries, and regionally. Some initial research has been done by UN Women and UNFPA, yet in many of the areas that UNDP is operating there has been no work done previously by UN agencies or NGOs, data needs to be collected from scratch.

[1] [Guidance note 2016 + the report in French](#)  
[2] <https://www.safeworld.org.uk/resources/publications/1284-gender-sensitive-conflict-analysis-a-facilitation-guide>  
[3] [https://peace-maker.un.org/sites/peace-maker.un.org/files/Gender-sensitive\\_Conflict\\_Analysis\\_infographic.pdf](https://peace-maker.un.org/sites/peace-maker.un.org/files/Gender-sensitive_Conflict_Analysis_infographic.pdf)  
[4] <https://journals.sagepub.com/doi/10.1177/1542316619856291#>

## ...and how?

Deeper analysis needs to be starting in tandem to establish entry points so that ideally all programme and project documents should provide the following information:

- **A description of the gendered dimensions in the sites we operate**, highlighting any differences in the situation of women and men;
- **An examination of the effect of gender power dynamics on the conflict**, and vice versa;
- **The differential implications of the proposed intervention for the lives of women and men**
- **The impacts of the proposed intervention on gender power relations and gender equality**

There have already been efforts to work on a conflict analysis. Ideally, the gender analysis would be part of this exercise and be initiated as a multi-country effort by senior management. In the annex, the considerations for such an analysis are added. Depending on the stage of the conflict sensitivity analysis it would be useful to:

- **Hire local consultants/or a consultancy firm to carry out a rapid analysis on gender** to feed into the conflict sensitivity analysis
- Reach out to UN Women and Gender Crisis Facility to help with the recruitment and identifying candidates
- **Start a quick (six-eight week max) on the ground gender-responsive conflict analysis** and review with women's groups, stakeholders and government.
- **Ensure that efforts at data collection and analysis on the conflict are undertaken in a participatory approach**, with the full engagement and leadership of women peacebuilders, CSOs and other representatives of women's rights advocacy.
- **It is also important that an analysis explores the impacts of conflict on diverse groups of women**, taking an intersectional approach.
- **Work with the Accelerator Labs in the region to do a quick 10,000 people Whatsapp/online survey with stakeholders and beneficiaries to assess needs, gaps and opportunities.** This could be done within eight weeks. The accelerator Lab in Dakar has expressed interest in working more on gender. [Herein](#) are their contact details.



# The importance and benefits of the Gender-Responsive Conflict Analysis (GCA/GRCA)

This analysis will ensure UNDP will not do programming in the dark when it comes to gender; that we have targeted and specific outcomes in mind.

Key outcomes of the analysis should be:

- **A gender-responsive conflict analysis**, moving beyond documenting the gendered impact of conflict to assessing the gendered dynamics that can fuel conflict and can contribute to peace and stability;
- **The key factors and gender drivers contributing to conflict and peace and stability in the JAP areas**; understand their differentiated impact on men, women and diversities;
- **A causal role – pattern and capacity gap analysis** framed by the human rights-based approach

Moreover, an understanding of the following is also imperative:

- **Power relations based on gender impact or are influenced** by these factors/drivers, as well as by sustaining peace efforts in the country;
- **Current and potential roles of women as community leaders, peace-builders etc**;
- **Leverage points or opportunities to increase the gender-sensitivity, effectiveness and sustainability of programming** after the Stabilization activities end.



Because SP is focused on building back better, it should not contribute to existing harmful practices, traditions or power structures that existed before the violence and destruction happened. The following are some significant definitions to be aware of with regards to some cultural practices:

- **Female genital mutilation (FGM)** – Cutting off genital organs for non-medical reasons, usually done at an early age. Female genital mutilation ranges from partial to total cutting, removal of genitals and stitching, whether for cultural or non-therapeutic reasons. This can occur several times during a life-time, i.e., after delivery or if a girl/woman has been a victim of sexual assault.
- **Early marriage** – Arranged marriage under the age of legal consent (sexual intercourse in such relationships constitutes statutory rape, as the girls are not legally competent to agree to such unions).
- **Forced marriage** – Arranged marriage against the victim's/survivor's wishes. The victim may be exposed to violent and/or abusive consequences if he/she refuses to comply.
- **Honour killing and maiming** – Maiming or murdering a woman or a girl as a punishment for acts considered inappropriate with regards to her gender and which are believed to bring shame on the family or community (e.g. pouring acid on a woman's face for attempting to marry someone not chosen by the family), or to preserve the honour of the family (i.e. as redemption for an offense committed by a male member of the family).
- **Infanticide and/or neglect** – Killing, withholding food from and/or neglecting female children because they are of less value in a society than male children.
- **Denial of education for girls or women** – Removing girls from school, prohibiting or obstructing access of girls and women to basic, technical, professional or scientific knowledge

Experience has shown that the process of participating in a gender or conflict analysis is as important as the final analysis section or document, particularly in terms of building a shared understanding among key staff, and sometimes other stakeholders, about how our interventions relate to contextual conflict dynamics. We must draw together all our collective knowledge, data and analysis – both formal and informal – into a shared space.



## Checklist: things to consider

When submitting a new proposal, for instance a new JAP or project proposal, use the Gender Equality Seal Checklist for Gender Review of Project Proposals and the table (ideally after the gender analysis has been finished) below:

- ✓ **Situation analysis** - Does the situation analysis consider the different social, economic, cultural and political situations of men and women? Does the analysis reflect an awareness of the gender-differentiated impacts of socio-economic and development processes, particularly in the context of the proposed project? Are the findings and recommendations concrete and actionable enough to translate into programming?
- ✓ **Data and statistics** - Have data and statistics (benchmarks/indicators) provided as background and/or justification for the project been disaggregated by sex? If not, has a reason (eg. non-availability of such data, inappropriateness of disaggregation against a particular indicator) been given for the omission? Is it proposed to address gender gaps in data as one of the activities under the project? For instance, has collection of sex-disaggregated data been specified in the proposal for baseline survey?
- ✓ **Strategy** - Does the proposed strategy specify how it will address the dimensions of gender inequality described in the analysis? If not, is there an explanation given as to why this aspect has not been considered? Does the strategy include any measures to mitigate any possible negative gender impacts of the project?
- ✓ **Monitoring indicators** - Does the monitoring framework include measurable gender indicators appropriate to the intervention?
- ✓ **Implementation** - Have specific actions for gender equality been mandated (eg. specified percentage of seats reserved for women in decision-making bodies set up under the project, training programmes, study tours and other learning opportunities, job opportunities, equal wages)?
- ✓ **Stakeholders and partners** - Are women's organisations or women/gender units within larger institutions included among the stakeholders? Who are the implementing partners? Do they have experience/competence in implementing gender-responsive programmes? If not, then how is the capacity gap going to be addressed?
- ✓ **Budget** - Have adequate resources been provided for the proposed gender activities? Will it be possible to track the flow of these resources?
- ✓ **Atlas Marker Score** - What score has the CO assigned to this project on the Atlas Gender Marker? Does this score match your own assessment?

## Important definitions

Because SP is focused on building back better, it should not contribute to existing harmful practices, traditions or power structures that existed before the violence and destruction happened. The following are some significant definitions regarding cultural practices:

**Female genital mutilation (FGM)** – Cutting off genital organs for non-medical reasons, usually done at an early age. Female genital mutilation ranges from partial to total cutting, removal of genitals and stitching, whether for cultural or non-therapeutic reasons. This can occur several times in a life-time, i.e., after delivery or if a girl/woman has been a victim of sexual assault.

**Early marriage** – Arranged marriage under the age of legal consent (sexual intercourse in such relationships constitutes statutory rape, as the girls are not legally competent to agree to such unions).

**Forced marriage** – Arranged marriage against the victim's/survivor's wishes. The victim may be exposed to violent and/or abusive consequences if he/she refuses to comply.

**Honour killing and maiming** – Maiming or murdering a woman or a girl as a punishment for acts deemed inappropriate and which are believed to bring shame on the family or community (e.g. pouring acid on a woman's face for attempting to marry someone not chosen by the family), or to preserve the honour of the family (i.e. as redemption for an offense committed by a male member of the family).

**Infanticide and/or neglect** – Killing, withholding food from and/or neglecting female children because they are of less value in a society than male children.

**Denial of education for girls or women** – Removing girls from school, prohibiting or obstructing access of girls and women to basic, technical, professional or scientific knowledge

Experience revealed that the process of participating in a gender/conflict analysis is as important as the final analysis section or document, particularly in terms of building a shared understanding among key staff, and sometimes other stakeholders, about how our interventions relate to contextual conflict dynamics. We must combine our collective knowledge, data and analysis (both formal and informal) into a shared space.



# Submitting a Solid Proposal: the Gender Equality Seal Checklist

	<b>MICRO LEVEL COMMUNITIES/ INDIVIDUALS- STAKEHOLDER ANALYSIS</b>	<b>MESO (MEDIUM LEVEL) SERVICES</b>	<b>MACRO LEVEL LEGISLATION POLICIES/ BUDGET</b>
<b>1. EXISTING ROLES/ACTIVITIES IN THE TARGETED COMMUNITY OR INSTITUTION</b> <ul style="list-style-type: none"> <li>• Who does what?</li> <li>• Who decides?</li> <li>• Community work, community organization and activities?</li> <li>• Institution work and organization activities?</li> </ul>		What kinds of services are available?	
<b>2. RESOURCES</b> <ul style="list-style-type: none"> <li>• Who has control over which resources e.g. land, money, credit, skills, time, etc?</li> <li>• Who has decision-making power?</li> <li>• Who benefits more?</li> </ul>	<ol style="list-style-type: none"> <li>1. Who takes decisions</li> <li>2. Who has access to resources?</li> <li>3. What skills women have?</li> </ol>	Who has access to services?	Is there any policy in place that has impact on gender equality? (gender neutral, gender responsive, gender biased)
<b>3. PRACTICAL/STRATEGIC NEEDS AND CONTEXT</b> <ul style="list-style-type: none"> <li>• What are the practical needs of women and men in the sector/context? (Individual, community, services)</li> <li>• What are the strategic needs of women and men in the sector/context?</li> </ul>	What do they need to participate in activities?	What do they need to benefit from services?	What changes are needed at policy level?

# A thorough M&E plan

The M&E plan is used as the basis for compliance with monitoring evaluation guidelines. To meet corporate norms and standards, integration of gender concerns is mandatory for all evaluations. Apart from this, management accountability for gender goals needs to be integrated into the larger management accountability system.

Gender should be mainstreamed into the M&E framework, including collecting sex-disaggregated baseline data and setting outcome and impact indicators that disaggregate programme targets by sex and age and other appropriate categories (ethnicity, disability, etc). For instance:

- Indicators are included (number and percentage) to assess if gender effectively mainstreamed and where gender-specific programming/targets/initiatives/activities have been identified. The following are some prompts for this:
  - **The community's perception of security:** how is this different among men and women and why?
  - **Level of trust in the government and national security forces and other forms of local security provision;** how is this different among men and women and why?
  - **(Decrease in the) number of armed attacks by the armed opposition;** how is this different among men and women and why?
  - **Willingness and number of internally displaced people or refugees voluntarily returning;** how is this different among men and women and why?
  - **Satisfaction with provision and access to State-provided services in rehabilitated social and productive infrastructure;** how is this different among men and women and why?
  - **Increased economic activity;** how is this different among men and women and why?
  - **Percentage of women from those most at risk that have attained decision-making positions in local community development structures.**
- **Measures in place that address women's additional needs,** such as childcare responsibilities, to enable women to participate in rehabilitation efforts.
- **Percentage of registered women organizations that received sufficient funding** from government for rendering of recovery services.
- **Number of community and religious leaders sensitized on the importance of gender equality and women's empowerment.**
- **Number of meaningful consultations undertaken with women and women's organizations** to inform transitional justice measures.
- **Conviction rates of GBV-related crimes.**
- **Number of female witnesses who have been provided protection and support.**
- **Number of female victims or returnees who received material or economic compensation, land restitution or benefitted from educational and health care support.**
- **Number of one-stop centres/legal aid centres/safe homes** established that provide legal information, legal representation and safety.
- **Percentage of high-level female officers** across the security and justice sectors.
- **Percentage of people feeling safe in their communities** (prevalence study).
- **Percentage of people that reject GBV as part of normal behaviour** (per sex/age).
- **Percentage of reported GBV cases that are successfully dealt with through the formal justice system** (data base).
- **Percentage of reported GBV cases that are successfully dealt with by mobile courts.**
- **Percentage of police stations with specific services provided by female officers** to attend to GBV victims and survivors.



- Include risk mitigation in project monitoring and evaluation.
- Include an indicator to collect gender-sensitive information to ensure women's human rights, such as protection from violence including sexual violence, and include it in the M&E framework where it is identified as a potential risk.
- Use outcome indicators that measure beneficiaries' well-being and protection at the household level, e.g. reduced exposure to violence, rather than numbers trained or number of participants reached.
- Promote the knowledge of the UNDP gender marker and how it is used and tracked to meet the minimum 15 percent budget used in gender programming.
- Partner with local NGOs to support monitoring efforts and ensure gender specialists and/or gender skills are included in the TORs (Terms of Reference) of the M&E team. Engage women and other at-risk groups as protection monitoring staff (including both paid and voluntary work) and ensure they have opportunities to provide protection-related inputs.
- JAPs should aim to report progress on gender responsive/gender transformative gender results under each and all the outputs.

### Classification of results:

- **Gender targeted:** women, men or marginalized populations targeted in the results;
- **Gender responsive:** results address differential needs of men or women and equitable distribution of benefits, resources, status, rights;
- **Gender transformative:** result contributes to changes in norms, cultural values, power structures and the root causes of gender inequalities and discrimination



## Partnerships and importance of local collaborations

The main partner in SPs is the government, yet when it comes to cash for work, reaching women headed households or working with security forces, women's organizations have substantive knowledge and capabilities on gender and gender mainstreaming that can be usefully tapped and elevated by UNDP.

In an area as the Lake Chad Basin or Liptako Gourma, where the public arena is populated by men, there is a clear need for UNDP to engage with influential and experienced women's organizations and networks that represent grassroots and excluded groups. Some guidance:

- **Every JAP should involve, from the beginning, women's groups in the design of the programme and ensure during the implementation phase women's groups are involved 'to keep the finger on the pulse'.**
- **Ensure a solid foundation is present for future programmes** and hand-over to for instance early recovery, rule of law and peacebuilding programmes can be done smoothly, and partnerships will not discontinue.
- **UNDP is part of multiple system-wide efforts for gender equality and women empowerment.** The main UN partners are UNFPA and UN Women. They have done extensive work, especially in Chad with the Lake Chad Basin Commission secretariat. UNDP should work closely together, especially on the gender analysis, with both agencies and if possible, with UN missions that have larger gender teams (for instance in MINUSMA) to access data.
- **The African Union could be an important partner and has a wide network that can be tapped into,** this is a useful guidance **MISSING LINK** on working with the African Union relating to gender.
- **The Dakar Hub has lists of women organizations in every country,** find these contacts [here](#).



## Results and impact

While this section should be further elaborated on using the outcomes of the gender analysis, based on discussions with all six country windows, the following areas of intervention should be treated as a priority. The below activities are also examples of GEN 3 activities.

### *Supporting governments in championing equality and women empowerment*

In SP the government is the main partner, thus UNDP provides the government with the initial tools for rehabilitation and to restore the social contract. Post-crisis periods present opportunities to ensure governments are more responsive to gender policy dimensions during stabilization and following. The most critical governance and institutional needs during this time include the restoration of a government's capacity to deliver for the needs of its population, including for the interests and priorities of women and the most vulnerable members of communities. This can include activities such as creating a professional public administration and civil service, rebuilding representative and inclusive political institutions, and establishing mechanisms for oversight, accountability and financial control which truly facilitate transformation towards inclusiveness and sustainability. Ensuring that a gender perspective underpins these efforts is vitally important to address all forms of inequality.

However, unfortunately, gender equality considerations are frequently ignored, under-prioritized or delayed until later in the recovery process. In countries emerging from crisis, the focus tends to be on the immediate response to political, economic and security challenges, with gender considerations often ignored or under-prioritized. This means that the critical moment to mainstream gender throughout national systems, services, aid delivery and support to local governance is often missed with consequences for both the effectiveness of interventions and long-term sustainable recovery.



In SP efforts, measures can be taken to ensure gender equality is part of the rebuilding of the social contract from the get-go:

- **Based on the gender analysis and discussion with local women, identify women in the community in leadership roles.** It is critical that women join the public administration in such a way that they become part of its decision-making ranks from the moment of rehabilitation. Nudge the government to have 50% women in the room when decisions are made. UNDP could and should set the standard here, ensure not only men speak from UNDP's side, ensure women colleagues sit at the main table and leadership is balanced. Joint planning from the start increases accountability as community members can monitor the implementation of those plans and women involved can follow up with other women about how activities are going.
- **Address gender parity across the public administration, at all levels of governance, is necessary in terms of making women 'visible.'** Parity in and of itself, however, will not guarantee women's empowerment or gender equality, and is therefore not a substitute for gender mainstreaming or gender-sensitive recovery efforts.
- **Provide widespread gender equality training of local government and rule of law institutions and security forces.** Security forces, majority male in still every country in the world and West Africa too, need to be trained in prevention and response to SGBV, SEA and SH. Ideally this should be done by local partners and male trainers that know the context and could work on establishing healthy concepts of masculinity. UN Women has trainers available to train government and UN staff on basic gender mainstreaming, budgeting and the human rights-based approach among others. Access the contact [here](#).
- **Adopting gender-sensitive budgeting practices is an essential step towards ensuring that gender-related priorities and programmes are financed and that the impact of government spending on men and women can be monitored.** In SP contexts, public finances tend to be limited and there are many competing priorities for funding. By ensuring that gender dynamics and gender-specific allocations are integrated into the earliest stages of budget formulation and sector spending plans, it increases the likelihood that subsequent reforms will be designed and developed in a way that advances gender equality.
- **Recognizing that women have a key role to play in peace-building** (as recognized by UN Security Council Resolutions 1325 (2000), 2122 (2013) and 2242 (2015) on Women, Peace & Security) is crucial. While peace-building is not the main aim of SPs, UNDP should continuously advocate for the enhanced participation of women in decision-making on security at all levels and in all forums, working with LCBC and the AUC (African Union Commission) to promote gender balance in the governance structures and consultative mechanisms envisaged for implementation of both the Regional Stabilization Strategy and the Regional Stabilization Facility herein.
- Since human rights and gender equality are closely related when working with government, the following tools would also contribute to equality:
  - To the extent possible, colleagues should advocate for the respective National Human Rights Commissions' close involvement in human rights monitoring and reporting.
  - Stabilization teams should facilitate national security forces' training on the prevention of human rights violations.
  - The Country Office and Stabilization team should align with the United Nations Human Rights Due Diligence Policy (HRDDP) and ensure proper mitigation mechanisms to identify human rights-related risks. The due diligence will help to ensure that implementation does not legitimize institutions or leaders associated with egregious violations of human rights. The stabilization team should involve local human rights actors, develop their capacity, and support their work.
- Find some useful resources in [United Nations Human Rights Due Diligence Policy](#) and [UNDP Implementation Tool for the Human Rights Due Diligence Policy](#).

## Monitoring & reporting SGBV

If there are 'officially no cases', this is not necessarily a reflection of reality. **It can be assumed that SGBV occurs in every (post) conflict situation.** Setting up a proper reporting system takes time, although the foundation should be laid by for instance ensuring the police station has facilities for women to report safely, this is a longer-term effort that includes working with UN Women and UNFPA particularly.

- All training of security providers – military, police, community vigilante groups –should continue to integrate a gender awareness component. The gender advisor should look after training materials and if possible be present at trainings.
- It is essential to involve women in the planning so that their safety and security as well as their access to sanitation (meet women's toilet, bathing and hygiene needs) can be secured from the onset.
- The provision of essential infrastructure and basic services should benefit women and girls. Within this:
  - Build a family planning SGBV/maternity/reproductive health center not as a standalone structure, but as part of a hospital or school to avoid stigma and exposure of women visiting these places
  - Do not call it a "SGBV Centre". Discuss with women in the community what would be a suitable and non-threatening name.
  - UNFPA could provide support in where and how to place this centre and ensure services can be provided as needed and discreetly.
  - Ensure good lighting in general is a priority.
  - Women headed house and single women should be prioritized in their needs, for instance ensure they live in safe housing, are not isolated and they know where they could go in case something happens. Anonymous surveys or dialogues by female staff with women heads of households could help understand where and how women stay safe.

## Ensuring safe and secure infrastructure for women

Approximately 35% of women worldwide have experienced physical or sexual violence by a partner or sexual violence by a non-partner in their lifetime, and this type of violence increases in conflict settings. In some crisis settings, more than 70% of women have experienced gender-based violence. Only 0.5% of Official Development Assistance (ODA) is directed towards the response to and prevention of SGBV. Although always underreported, SGBV has increased during the crises in Lake Chad Bassin and Liptako Gourma, and that in communities of return there will be both survivors and perpetrators of SGBV. High rates of SGBV negatively impact the stabilization and recovery process by undermining the ability of SGBV-affected populations to participate meaningfully in the social, economic and political spheres and perpetuate a culture of violence and insecurity.

Although responding to and preventing SGBV and gender equality as a whole may not be the main goal of broad SP, they should nevertheless be integrated throughout. For instance, when rebuilding a hospital that did not include a maternity ward, one should be added. SPs should establish the foundation for longer term activities to prevent and respond to SGBV. When building back better, programmes should ensure we build back better for women and girls specifically. Returning to a state of normalcy – the main goal of stabilization – should not mean return to a state of oppression, inequality or (sexual) violence for half the population.

While UNDP is rebuilding and rehabilitating existing services, it does and should not invest in providing services within the stabilization programme, this means that UNDP can for instance include a safe space for survivors of violence as part of the hospital, but should ensure that services will be provided by another partner and ideally should be led by the government with support from a INGO/UN Agency (for instance UNFPA).



## Gender based/responsive budgeting and planning

A budget is the most comprehensive statement of a government's social and economic plans and priorities. In tracking where the money comes from and where it goes, budgets determine how public funds are raised, how they are used and who benefits from them. Therefore, implementing commitments towards gender equality requires intentional measures to incorporate a gender perspective in planning and budgeting frameworks and concrete investment in addressing gender gaps.

Gender-responsive budgeting is not about creating separate budgets for women, or solely increasing spending on women's programmes. Rather, gender-responsive budgeting should be based on in-depth analysis that identifies effective interventions for implementing policies and laws that advance women's rights. It provides tools to assess the different needs and contributions of men and women, and boys and girls within the existing revenues, expenditures and allocations and calls for adjusting budget policies to benefit all groups. Gender-responsive budget analysis is a step not only towards accountability to women's rights, but also towards greater public transparency and can shift economic policies leading to gains across societies.

## Cash for work includes women but does not do them harm

When women and girls have safe and equal access to cash-for-work, they are much better positioned to meet their basic needs and much less vulnerable to the sexual exploitation and abuse that are often pervasive in crises. Engaging women strategically in cash for work has the potential to be truly foundational for gender equality and lead to transformational change in the long run. Moreover, Beyond contributing to the economy, evidence also shows that women are more likely to spend their income on family needs, including health care and education, thereby making a proportionately larger contribution to social recovery.

This is one of the areas where a deeper gender analysis will be useful; cash for work has immense potential for change but also could potentially do harm to women. In stabilization work the aim is to involve 50% women in cash for work activities, ideally in all areas of work. This might not always be possible due to cultural contexts and preferences - information should be obtained from national partners on the cultural barriers and norms. This is especially important regarding the way people are paid, in the region, often the easiest and safest way might be paying through phone companies, like Orange. Keeping eyes and ears open and ensuring people, both men and women, are comfortable performing the work they engage in is essential.

Some further considerations:

- To ensure economic opportunities for women do not result in negative changes or increase existing drivers of violence in existing inter and intra-household relationships, **it is crucial to mitigate potential risks and engage men, including men relatives, community leaders and boys, as partners.** It is common for women to experience resistance, including violent resistance, from men and the larger community when they are perceived to be favoured through women's economic empowerment projects in a context of high male youth unemployment which can lead to increased levels of domestic and other forms of violence. In engaging men, there should be close examination/discussion of the ways in which the patriarchal system disadvantages men through the pressure to provide, and their validation through employment success by societal standards.
- **Sometimes post crisis contexts also pose an opportunity for women to change their traditional roles.** For example, where women receive employment opportunities, young men and women can be trained and paid to mind children and people with disabilities.
- **Women, men and youth could be encouraged to take on non-traditional economic roles through specialist training and skills development initiatives.** This could mean ensuring equal participation of women in projects related to debris and waste management, rehabilitation of community infrastructure, restoration of basic services and mine action programmes that were not present before.

The Women's Refugee Committee created the following recommendations to decrease the risk of harm in cash for work:

- **Raise awareness about women's economic rights and their roles in economic recovery**, particularly by involving men leaders in advocacy efforts, using diverse media, such as stories and programmes on radio and television.
- **Ensure women, female and male youth and other marginalized groups have a voice in project selection**, and work projects that reduce women's exposure to violence, such as prioritizing clearing water collection points and rehabilitating rural roads.
- **Diversify cash-for-work activities and work sites to provide suitable, safe opportunities for women's participation**. This may include activities that require less strenuous physical labor and are closer to transport and childcare facilities or childcare is provided on site.
- **Ensure cash-for-work projects selected are those crucial to communities in times of disaster** and that design and implementation include the incorporation of disaster risk reduction measures such as using appropriate materials and choosing safe locations.
- **Ensure that all temporary employment schemes provide equal pay to female and male participants**
- **Ensure safety at work sites, especially for female participants and their children**. Conduct a safety assessment of work site locations. Include vetted security personnel, if necessary, and provide safe transportation to and from work sites when appropriate.
- In stabilization contexts where social services and infrastructure are poor, and family members may be recovering from violence or injuries sustained during crisis, women's caregiving responsibilities may be particularly high, making this even more of a challenge. **When possible, provide affordable child-care options or infrastructure investments that enable women to have more, safer freedom of movement or time-saving through better water, sanitation and energy supplies.**
- **Set age limits and forms of work in line with national legislation**. Fifteen years is the recommended minimum age for participation in cash-for-work programs.
- **Hire and train female work site supervisors and program staff monitors to enhance the protection and safety of female participants.**
- **Ensure cash-for-work opportunities are appropriate for women while also providing opportunities for women that are not traditionally female-identified.**
- **Monitor work conditions and security regularly to ensure that participants are safe** from exploitation, sexual abuse and harassment.
- **Develop safe payment mechanisms, including mobile phone transfers**, when appropriate. When distributing cash, consult women and girl participants to identify safe routes, distribution locations and mechanisms, and times for distributions. Ensure, however, that women have access to and control over household mobile phones, if used for cash transfers, as well as safe places to save money. Monitor throughout the programme by asking women about control over resources.
- **Ensure that women have ownership of their income** – some women might be coerced by family members into handing over their income.
- **Adapt work hours and locations, as appropriate, to reduce risk exposure to sexual violence**. This may require shortening workdays to only daylight hours, including times for travel to and from work sites.
- **Ensure that complaints mechanisms are in place for beneficiaries to report concerns about sexual violence, exploitation, corruption or other abuses**. Provide clear guidance to beneficiaries on how to lodge complaints. The complaints mechanism should be part of a general communications strategy that supports open dialogue between beneficiaries and the implementing agencies. This will help reduce misinformation, rumors and risks to participants.
- **Develop clear program exit strategies that link participants to follow-on economic opportunities or micro-finance services** so that participants and their families are not put at economic or survival risks when the program ends.

Overall, for instance as part of the handover of immediate stabilization, incorporation of evidence-based social norms transformation programming can be an effective way to mitigate risks and advance gender equitable outcomes on the long run. Good examples can be found in the SP in Iraq, with more information [here](#). There are also various supplementary resources for this, for instance the [Global Toolkit on the 3x6 approach: Building resilience through jobs and livelihoods](#) and several documents in a folder to also [train staff on this](#).

## Consider the Mental Health and Psychosocial Support (MPHSS) angle

While stabilization is a short-term intervention and UNDP has no mandate to work on MPHSS specifically, MPHSS should be considered. People returning home will not find their home and belongings in the same state as they left them. UNDP staff will often be the first aid workers people meet. Moreover, mental health risk is high, with 1 in 5 people in post-conflict settings suffering from depression, anxiety disorder, post-traumatic stress disorder, bipolar disorder or schizophrenia. This does not include the vast spectrum of daily stressors brought about by economic, political and social hardship which also have a negative effect on people's wellbeing and therefore on their resilience and agency. Conflict negatively affects people's mental well-being, social cohesion, interpersonal trust and trust in leaders and institutions. The following should be considered:

- When employing people in cash-for-work activities understand the mental state people might be in (post-traumatic stress, depression, insecurity) and understand that this might influence their work deliverables.
- Mental health problems may be both a cause and a consequence of SGBV. They could be the cause: emotional distress, common mental disorders (such as depression and post-traumatic stress disorder), severe mental disorders (such as psychosis), alcohol and substance abuse are a driver of SGBV. Mental health problem can also be a result of the trauma of SGBV.
- Women human rights defenders, peacebuilders, journalists and politicians are often breaking societal gender norms and working long hours, resulting in personal and familial stress and possible social alienation. Socio-economic disempowerment, conflict and crisis exacerbate mental health risks.
- The following resources could help understand this area of work better:
  - Mental health and psychosocial support (UNHCR – [Emergency handbook](#))
  - [Mental Health and Psychosocial Support in Emergencies](#) (IASC)
  - [Mental Health and Gender-Based Violence: Helping Survivors of Sexual Violence in Conflict](#)
  - [The role of mental health in primary prevention of sexual and gender-based violence](#)
  - [Guide for field workers developed by WHO](#), available in many languages (deals with psycho-social and psychological aid)

## Prevention of sexual exploitation and abuse (PSEA) is a priority

There is a large power imbalance between UNDP staff and the communities we serve in SPs. UNDP should be active in ensuring this should not be taken advantage of by staff or implementing partners. As a start, **sexual exploitation and abuse (SEA) refers to all forms of inappropriate conduct of a sexual nature committed by UN personnel against recipients of assistance and other members of local communities.**

Prohibited conduct includes, but is not limited to:

- Sexual activity with a child (a person under the age of 18). A mistaken belief that the child is over 18 is no defense. Even in a country where the age of majority or the age of consent is lower than 18, all UNDP staff and other personnel are forbidden to have sexual activity with anyone under the age of 18.
- Exchange of money, employment, goods or services for sex or sexual favors. This includes any exchange of money, food, employment, goods, assistance, or services for sex or sexual favors.
- Sexual activity with prostitutes
- Using a child or adult to procure sex for others.

Even if the above is legal in the country of origin of a staff member it is fully illegal, punishable and identifies as a criminal act while they work UNDP.

**All staff should be trained on PSEA through mandatory courses.** There are plenty of additional resources on this: [STANDARDS OF CONDUCT | United Nations Peacekeeping](#).

**Any staff that has a suspicion of SEA happening, by staff, contractors or partners, has the obligation to immediately contact the ethics office or report it to investigations.**

Reports should be directed to: [ethics@undp.org](mailto:ethics@undp.org) and [reportmisconduct@undp.org](mailto:reportmisconduct@undp.org). Both are 100% confidential and will respond within 24 hours.





## Mental health support for staff

Lastly, stabilization work can also be a burden on mental health of staff. Staff counselling is free and available often within 24 hours. Staff counsellors are present in most locations within UN Missions. Seeking psycho-socio support is not a sign of weakness, on the contrary it shows strength and willingness to improve oneself and demonstrates a commitment to be better for colleagues and those UNDP serves.

UNDP provides support through online counselling sessions as well: [mayte.gamovelasco@undp.org](mailto:mayte.gamovelasco@undp.org) and [estelle.mayaud@undp.org](mailto:estelle.mayaud@undp.org).

## Preventative measures for managers

- ✓ Engage staff and Implementing Partners (IPs) in vigorous onboarding and monitoring for PSEA
- ✓ Provide ongoing training on PSEA monthly, even if it is just a scenario to discuss in a team meeting, this will be useful to keep this on the agenda
- ✓ Co-create a Code of Conduct with IPs
- ✓ Provide info on reporting and disseminate in the local language
- ✓ For any support in this reach out to the executive task force on PSEA in HQ which has a large amount of resources and training available [here](#).

## Supporting resources

This gender guidance note has been, in the spirit of stabilization, developed fast in a period within two months. There is a plethora of resources on gender equality. In addition to the hyperlinks provided throughout the document, in this section a list of key documents and contacts is provided. The three resources in the below footnotes are useful general toolkits.

- The [Gender Recovery Toolkit](#) this recent toolkit provides practical tips, many other resources as well useful data in the field of recovery and post crisis.
- The Gender Seal/Marker, accessible [here](#), is the tool UNDP uses to ensure its programming is adhering to the corporate standards set, all stabilization programmes will be evaluated through this process on an annual basis.
- [The Gender Analysis Toolkit 2016](#) is useful for when developing an analysis.

# Annex 1: The Architecture for Rights Protection

## **Agenda 2030 and the Sustainable Development Goals**

"This Agenda is a plan of action for people, planet and prosperity. recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. As we embark on this collective journey, we pledge that no one will be left behind." Further information can be accessed [here](#).

## **The Beijing Declaration and Platform for Action**

These aim to accelerate the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women and at removing all the obstacles to women's active participation in all spheres of public and private life through a full and equal share in economic, social, cultural and political decision-making. This means that the principle of shared power and responsibility should be established between women and men at home, in the workplace and in the wider national and international communities. A transformed partnership based on equality between women and men is a condition for people-centric sustainable development. It was adopted at the Fourth World Conference on Women, Beijing, China, 4 to 15 September 1995. Further information can be accessed [here](#).

**The Charter on Inclusion of Persons with Disabilities in Humanitarian Action, 2016** aims to significantly improve living conditions of persons with disabilities during emergencies. The Charter's goal is to render humanitarian action inclusive of persons with disabilities, by lifting barriers they are facing in accessing relief, protection and recovery support and ensuring their participation in the development, planning and implementation of humanitarian programmes. Women and girls are identified as a group with their own needs, including specific empowerment and protection needs. Further information can be accessed [here](#).

**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. Described as an international bill of rights for women, it was instituted on 3 September 1981 and has been ratified by 189 states. Further information can be accessed [here](#).

In its forty-seventh session in 2010, CEDAW decided in pursuant to article 21 of the Convention to adopt a general recommendation on women in conflict prevention, conflict and post-conflict situations. The primary aim and purpose of the general recommendation is to provide authoritative guidance to States parties on legislation, policy, and other appropriate measures to ensure full compliance with their obligations under the Convention to protect, respect and fulfill women's human rights. Further information is available [here](#).

**The Paris Agreement on Climate Change (2015)** sets out a global action plan to put the world on track to avoid dangerous climate change by limiting global warming to well below 2°C. When acting to address climate change, parties should respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity. Further information can be accessed [here](#).

**The Sendai Framework for Disaster Risk Reduction (2015-2030)** outlines that disaster risk reduction practices need to be multi-hazard and multi-sectoral, inclusive and accessible to be efficient and effective. While recognizing their leading, regulatory and coordination role, governments should engage with relevant stakeholders, including women, children and youth, persons with disabilities, poor people, migrants, indigenous peoples, volunteers, the community of practitioners and older persons in the design and implementation of policies, plans and standards. Further information can be accessed [here](#).

**The Seven-Point Action Plan on Gender-Responsive Peacebuilding** (2010) commits the United Nations to allocating 15 percent of post-conflict funds to projects principally aimed at addressing women's specific needs, advancing gender equality or empowering women. This Strategic Plan sets out a vision for the evolution of UNDP over the four year period, responding to a changing development landscape and the evolving needs of partners. The plan reinforces UNDP's commitment to working in partnership with governments, civil society and the private sector as a catalyst and facilitator of support from the United Nations System as mandated by the General Assembly. One of the six signature solutions focuses on strengthening gender equality and empowering women and girls. This signature solution is to be delivered in partnership with sister agencies, recognizing the role played by agencies such as UN Women and the International Labour Organisation (ILO) in establishing norms and standards. UNDP will support, as requested, gender mainstreaming in development strategies to enable the gender-responsive implementation of the 2030 Agenda and related agreements. Further information can be accessed [here](#).

**The Five Forward-looking Goals for the Next Decade of Women, Peace and Security**, as laid out by the Secretary-General in his 2020 [report](#).

United Nations Resolutions on Sustaining Peace (UN Security Council 2282 and UN General Assembly) (70/22) These resolutions underscore the importance of women's leadership and meaningful participation in the prevention and resolution of conflict and peacebuilding, recognize the need to increase the representation of women at all levels of decision-making and call for strengthened partnerships with civil society, including women's organizations and women's peace activists. Further information is available [here](#).

#### **United Nations Security Council Resolutions on Women, Peace and Security**

- 1325 (2000): Addresses the importance of a gender perspective in United Nations peacekeeping; called on parties to conflict to protect women from gender-based violence.
- 1820 (2008): Addresses sexual violence in conflict and asked the Secretary-General to report on these crimes to the Security Council the following year.
- 1888 (2009): Strengthens efforts to end sexual violence in conflict.
- 1889 (2009): Urges States, United Nations bodies, donors and civil society to consider women's protection and empowerment during post-conflict needs assessment and planning.
- 1960 (2010): Establishes a monitoring and reporting mechanism on sexual violence in conflict.
- 2106 (2013): Focuses on accountability for perpetrators of sexual violence in conflict; stressed women's political and economic empowerment.
- 2122 (2013): Addresses persistent gaps in the implementation of the women, peace and security agenda; identifies UN Women as the key United Nations entity providing information and advice on participation of women in peace and security governance.
- 2129 (2013): Addresses terrorism and reaffirms the intention to increase its attention to women, peace and security issues in all relevant thematic areas of work on its agenda, including in threats to international peace and security caused by terrorist acts.
- 2242 (2015): Focuses on women's roles in countering violent extremism and terrorism; improved Security Council working methods on women, peace and security. World Humanitarian Summit Gender equality and women and girls' empowerment emerged as an overarching theme of the 2016 summit, with 20 percent of all commitments addressing gender issues. This strong emphasis on gender reflects a firm desire for the World Humanitarian Summit to serve as a watershed moment whereby real change is achieved so that the needs of women and girls are systematically met and their roles as decision-makers and leaders are vigorously promoted. Further information is available [here](#).

# Annex 2: Gender in the SDGs

## Goal 1: End poverty in all its forms everywhere

1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including micro-finance.

1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

## Goal 3. Ensure healthy lives and promote well-being for all at all ages

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes

## Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

**Goal 5: Achieve gender equality and empower all women and girls**

5.1 End all forms of discrimination against all women and girls everywhere

5.2 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

5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.4 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

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

5.6 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

5.a 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

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

5.c 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

**Goal 6: Ensure availability and sustainable management of water and sanitation for all**

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situation.

**Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

**Goal 10: Reduce inequality within and among countries**

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

**Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable**

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

**Goal 13: Take urgent action to combat climate change and its impacts**

13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

**Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

16.1 Significantly reduce all forms of violence and related death rates everywhere

16.2 End abuse, exploitation, trafficking and all forms of violence and torture against children

16.3 Promote rule of law at the national and international levels, and ensure equal access to justice for all

16.b Promote and enforce non-discriminatory laws and policies for sustainable development

**Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development**

17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

# Annex 3: Principles for conflict analysis

## Points to remember

- There is never a perfect time for doing analysis – now is the best time to build/update our analysis and understanding
- We can never fully/100% understand all aspects of a conflict – but some analysis is always better than no analysis
- Analysis is useless unless it is used
- The process of analysis can be as important as the final document – particularly in terms of building a shared understanding

## Process for initial analysis

### 1 Agree on the ownership and purpose of the analysis

- Who is (the senior person who will) formally be responsible for signing off, storing, updating the analysis?
- Is there agreement among relevant staff regarding the purpose and focus of the analysis?

### 2 Agree on the process, timeline and practicalities

### 3 Consolidate existing information and analysis (using the draft tools)

- Identify what existing information we have (e.g. JAP analysis; ISS analysis; ICG (International Crisis Group) reports; human rights monitoring; security data; etc.).
- Use the 'Checklist for analyzing drivers of insecurity' as a way of structuring your thinking and collating information and analysis into sub-headings; this can also help you to identify where you already have good knowledge, and where there are gaps in your knowledge and analysis.
- Do a first draft of the one-page diagram, placing all the factors that you think are most important into the appropriate section of the diagram.

### 4 Decide what meetings to hold, and which type: Key Informant Interviews (KIIs) or Focus Group Discussions (FGDs)? Who should be prioritized, and why?

- Are the meetings internal or external?
- Are they about improving our knowledge on specific issues/areas?
- And/or are they primarily aimed at building shared understanding – either internally and/or with key partners?

### 5 Organize meetings

Identify who will be responsible for organizing meetings to inform the analysis. Do they already know all/most of the people you wish to speak with?

Prepare for the meetings:

- Decide who will be responsible for leading/facilitating meetings (do they have experience do they have in facilitation, in holding difficult meeting and/or interviewing people about sensitive issues? What support will they need?)
- If they are FGDs, prepare facilitation notes
- If they are KIIs, prepare a set of semi-structured interview questions (see samples).
- How will you explain the analysis to participants?
- Think through what questions might be particularly sensitive or controversial – how will you ask them in a careful manner?
- How might you deal with any major tensions that arise during the meetings?

### 6 Hold meetings - Decide who will be responsible for note-taking during these meetings. (NB: Check what is locally appropriate in terms of taking notes/recording meetings – this can be especially important when talking about sensitive issues).

### 7 Write up the findings (using the draft tools)

### 8 Test the findings (sharing the draft tools and holding consultations)

### 9 Finalize the analysis

### 10 Formal sign-off of the analysis

## Process for analyzing/reviewing conflict sensitivity

- 1 Get a list of planned/current activities
- 2 Check whether there is suitable conflict analysis already available. If there is something available, go to 4. If not, go to 3.
- 3 Before discussing specific activities, spend at least 1 hour generating answers to the following questions (ideally in a group discussion with your team):
- 4 Quels sont les conflits les plus graves et récurrents dans la zone qui sont susceptible de mettre en péril la paix et la stabilité de la communauté? Décrire les 2-3 conflits les plus graves ou violents, un après l'autre (posez chaque question pour chaque conflit subséquent).

i. Raisons, dimensions historiques (causes profondes). Quelle est l'histoire de ces conflits ? Quelles sont les causes profondes ? Pourquoi existent-ils ces conflits ?

ii. Déclencheurs (les événements clés). Y a-t-il eu un événement clé qui a déclenché les conflits/les violences ?

iii. Développement/dynamique (les facteurs qui peuvent déclencher/aggraver ou apaiser le conflit). Quels sont les facteurs qui peuvent aider à diminuer les tensions/les conflits ? Quels sont les facteurs qui peuvent aggraver la situation ?

iv. Future (évolution de conflit dans le futur). Que pensez-vous de l'évolution des conflits dans le futur ? Etes-vous optimiste ou pessimiste ?

a. Y a-t-il aussi des conflits qui sont devenus moins volatils ou violents pendant les derniers mois ? Pourquoi ?

b. Quel est l'ordre d'importance de ces conflits en terme de risques d'escalade violente dans les prochaine 6 mois ?

c. Quel est le conflit le plus violent/important qu'il faut discuter en plus de détails ?

## Consider how the activities will interact/are interacting with the conflict factors identified in your analysis

Which of these factors will be affected – directly or indirectly – by the activities? How will they be affected? What are the (potential) benefits of this activity, i.e. how might the activity improve stability? What are the (potential) risks of this activity, i.e. how might the activity be destabilising (NB: all activities can create 'winners' and 'losers', so we need to think about not only who is benefiting from the activity, but also who is not benefiting (or benefiting less) and how they might react to this).

## Decide what can be done to minimise any risks/maximise any benefits

- Ensure that this decision-making process is documented for future reference.
- Ensure that any steps to address conflict sensitivity are translated into specific action points, with responsibilities and timelines allocated.

**Identify any knowledge gaps or uncertainties** (e.g. we do not fully understand an issue that may be driving instability, or we do not fully understand how an activity will interact with a particular conflict factor)

- Plan how and when to address these knowledge gaps (desk research? Interviews? Focus group discussions?)



# Annex 4: A checklist on programming

	EQUALITY, INCLUSION & EMPOWERMENT IN ORGANIZATION	STRENGTHS	WEAKNESSES	SCALE 1=not present 2=partially 3=to some extent 4=fully
<p><b>Policy and management</b></p> <ol style="list-style-type: none"> <li>1. Is there a gender policy to guide the organization?</li> <li>2. Is there management support for gender mainstreaming strategy within the organization?</li> <li>3. Is there a gender action plan?</li> <li>4. Is there a 50/50 division of men and women at management level?</li> </ol>				
<p><b>Structure</b></p> <ol style="list-style-type: none"> <li>1. Is there a gender focal point in the organisation?</li> <li>2. Does the gender focal point have sufficient expertise (knowledge, skills and attitude) to support gender mainstreaming in the organization?</li> <li>3. Does the gender focal point have a clear mandate and terms of reference?</li> <li>4. Does the gender focal point have sufficient authority (senior management level) to influence change in the organization?</li> <li>5. Is there a gender balance at management level/ at technical level/ at field level?</li> <li>6. Are there other gender champions in the organization that can support the work of the gender focal point?</li> </ol>				
<p><b>Budget</b></p> <p>Is gender integrated in both regular budget allocations and extra-budgetary allocations?</p>				
<p><b>Gender-conscious workplace policies</b></p> <ol style="list-style-type: none"> <li>1. Are there gender-conscious workplace policies in place within the organization (eg. flexible working hours, maternity and paternity leave, childcare, behavior, sexual harassment, etc.)? Are these being implemented?</li> <li>2. Does management prioritize respectful relations between men and women in the workplace? How so?</li> <li>3. Are gender-sensitive promotion procedures available for all types of jobs, including technical positions?</li> <li>4. Are gender-sensitive recruitment and selection procedures available for all types of jobs, including technical positions?</li> <li>5. Are there performance incentives/indicators to encourage staff to engage in gender equality issues?</li> <li>6. Are women specifically encouraged to apply for positions e.g. specific mentions on job advertisements?</li> <li>7. Is there a space available for women to breastfeed?</li> <li>8. What percentage of the spouses of men works in your organization and what percentage of women's spouses work?</li> </ol>				





	Equality, Inclusion & Empowerment in Organization	Strengths	Weaknesses	Scale 1=not present 2=partially 3=to some extent 4=fully
<p><b>Sexual Harassment and targeting of women</b></p> <ol style="list-style-type: none"> <li>1. Are there periodic workshops, trainings and e-learning on sexual harassment?</li> <li>2. Are there any senior level female staff focal point on sexual harassment?</li> <li>3. Is there any information clearly put on the walls with regards to sexual harassment, diversity and gender equality?</li> <li>4. Who would you complain to when harassed and do you feel it stays confidential?</li> <li>5. Do you feel that employees in your organisation are anxious to complain about issues of harassment because of job insecurity?</li> <li>6. Was there any information provided when joining the organization on the specific security risks women face in the country?</li> <li>7. Do you feel women are judged more or differently on their appearance than men?</li> <li>8. Do you feel that in your organization women are often chosen based solely on their gender to do 'traditional tasks' as note taking, getting coffee etc.?</li> </ol>				
<p><b>Capacity Building and Awareness</b></p> <ol style="list-style-type: none"> <li>1. Is there awareness/competence among (management/technical/field) staff on gender within the org?</li> <li>2. Does the org support opportunities for training and follow-up on gender by staff?</li> <li>3. Are there awareness raising activities on gender mainstreaming within the org?</li> <li>4. Are there gender resources (tools, case studies, training materials, policy documents) readily available on &amp; offline for use within the organization?</li> </ol>				
<p><b>Monitoring and reporting</b></p> <ol style="list-style-type: none"> <li>1. Are sex-disaggregated data collected and used systematically in planning and reporting in the organization?</li> <li>2. Is the gender marker used?</li> <li>3. Is gender neutral language present (use spouse instead of wife, ombudsperson instead of ombudsman, chair instead of chairperson etc)</li> <li>4. Is gender integrated in the monitoring and reporting within the organization in a systematic manner?</li> </ol>				

## Annex 5: Relevant definitions

### Gender

Gender is "a concept that refers to the differences between males and females that are socially constructed, changeable over time and have wide variations within and between cultures. As opposed to biologically determined characteristics (sex), gender refers to learned behavior and expectations to fulfill one's image of masculinity and femininity."<sup>[1]</sup>

It is also considered "the socially constructed roles and relationships, personality traits, attitudes, behaviors, values, relative power and influence that society ascribes to the two sexes on a differential basis. Gender is relational and refers not simply to women or men but to the relationship between them".<sup>[2]</sup>

### Sexual identity and sexual orientation

"How one thinks of oneself in terms of attraction to the same sex or members of the other sex based on one's own experiences, thoughts and reactions, rather than defining oneself based on the gender or sex of one's sexual partner(s). Sexual orientation means the preference of one sex to another as a partner in sexual relations. Sexual orientation, also called sexual preference, reflects the opinion that people do not control or influence their sexual or romantic attractions. Sexual preference reflects the opinion that people can and do have the ability to control or influence their sexual or romantic attractions and their sexual orientation."<sup>[3]</sup>

### Transgender

The term transgender refers to "a person whose behavior, thoughts or traits differ from society's expectations for his or her sex. Transgenders include cross-dressers, transsexuals (people who physically switch sexes, usually through surgery, and undergo sex reassignment therapy), intersexed individuals, people whose external genitalia or internal reproductive systems fall outside the norms for either male or female bodies, gay men, lesbian women and bisexuals"<sup>[4]</sup>.

### Transsexual

This term refers to a person who experiences a mismatch of the biological sex he/she was born as and the biological sex he/she identifies as. A transsexual sometimes undergoes medical treatment to change his/her physical sex to match his/her sex identity through hormone treatments and/or surgical procedures".

### Gender Relations

Gender relations are "hierarchical relations of power between women and men that tend to disadvantage women. They are often accepted as 'natural' but are socially determined relations, culturally based, and are subject to change over time. They can be seen in a range of gendered practices, such as the division of labor and resources, and gendered ideologies, such as ideas of acceptable behavior for women and men. It interacts with other hierarchical social relations such as class, caste, ethnicity and race...Gender relations constitute and are constituted by a range of institutions, such as the family, legal systems or the market. Hierarchical gender relations constrain development efforts. For example, rigidities in the gender division of labor limit the effective mobilization of women's labor to support export production. Poverty reduction efforts are hampered where men use their authority to usurp control over resources targeted at women. Development strategies need to be informed by an analysis of gender relations and to support women's own attempts to change the rules and practices which reinforce these gender hierarchies."<sup>[1]</sup>

### Gender Roles and Stereotypes

"Gender roles indicates a set of prescriptions for action and behavior assigned to men and women by society according to cultural norms and traditions."<sup>[2]</sup>

"Gender stereotypes arise from (often outdated) presumptions about the roles, abilities and attributes of men and women. 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 value to the roles of one gender – usually men's."<sup>[3]</sup>

[1] Son, Johanna (2010) Gender and Development Glossary , 3rd edition, A tool for Journalists and Writers, Philippines.

[2] Sylvie I. Cohen, Annalise Moser, Sharon Taylor, Patricia Cortes (with contribution of UN System Coordination Division) (2014) Guidance Note Gender Mainstreaming in Development Programming, UN Women, New York. Available here: <http://www.unwomen.org/~media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gendermainstreaming-issuesbrief-en%20pdf.pdf>

[3] Son, Johanna (2010) Gender and development Glossary , 3rd edition, A tool for Journalists and Writers., Philippines.

[4] Son, Johanna (2010) Gender and development Glossary , 3rd edition, A tool for Journalists and Writers., Philippines.

[1] Reeves, Hazel and Sally Baden(2000) Gender and Development: Concepts and Definitions (Prepared for the Department for International Development (DFID) for its gender mainstreaming intranet resource) <http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/reports/re55.pdf>

[2] Sylvie I. Cohen, Annalise Moser, Sharon Taylor, Patricia Cortes (with contribution of UN System Coordination Division) (2014) Guidance Note Gender Mainstreaming in Development Programming, UN Women, New York. Available here: <http://www.unwomen.org/~media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gendermainstreaming-issuesbrief-en%20pdf.pdf>

[3] Ibid.

## Gender Equality

This 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." [1] Moreover, gender equality "entails the concept that all human beings, both women and men, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles or prejudices. Gender equality means that the different behaviors, aspirations and needs of women and men are considered valued and favored equally" [2]. Equality "exists when both men and women are attributed equal social value, equal rights and equal responsibilities, and have equal access to the means (resources, opportunities) to exercise these." [3]

Different forms of gender equality referred by the CEDAW General Recommendation 25, UN Doc A/59/38 can be summarized as follows:

**Formal equality** is the formal legal obligation of equal treatment of women with men. Formal (de jure) equality asserts that, as equals, women and men should be treated the same. Substantive Equality requires the parties to take all appropriate measures to ensure substantive (de facto) equality between women and men, and to ensure the full development and advancement of women and the full realisation of the rights in CEDAW.

**Transformative equality** is about changing the prevailing gender relations and the persistence of gender-based stereotypes. This includes transformation of institutions, systems and structures that cause or perpetuate discrimination and inequality and the modification or transformation of harmful norms, prejudices and stereotype. [4]

## Gender equity

Gender equity indicates "the fairness and justice in the distribution of responsibilities and benefits between women and men. To ensure fairness, temporary positive measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. Equity is a justice-based means—equality is the human rights-based result." [5] An equity approach "implies that all development policies and interventions need to be scrutinized for their impact on gender relations. It necessitates a rethinking of policies and programmes to take account of men's and women's different realities and interests." [6]

## Gender discrimination

"The systematic, unfavourable treatment of individuals on the basis of their gender, which denies them rights, opportunities or resources... Women's differential access to power and control of resources is central to this discrimination in all institutional spheres, i.e. the household, community, market, and state". [1]

## Patriarchy

This refers to creates and maintains "men's social, ideological, sexual, political and economic dominance... Not only the power of men in general over women in general but also the hierarchical character of male power and the ideological legitimating of this power as natural, normal, right, and just...." [2].

## Sexism

This is the supposition, belief or assertion that one sex is superior to the other, often expressed in the context of traditional stereotyping of social roles on the basis of sex, with resultant discrimination practiced against members of the supposedly inferior sex." [4]

## Gender Responsive Approach

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." [5]

## Women's Rights

As defined in CEDAW 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." [6]

## Women's Empowerment

Women's empowerment is "the social, economic, political and legal enabling of women to act by granting or reinforcing rights, abilities and access to facilities, resources and equal participation previously denied or restricted." [7] It is composed of "women's sense 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." [8]

[1] Office of the Special Advisor on Gender Issues and Advancement of Women, (2001) 'Gender Mainstreaming: Strategy for Promoting Gender Equality. Available here: <http://www.un.org/womenwatch/osagi/pdf/factsheet1.pdf>

[2] Sylvie I. Cohen, Annalise Moser, Sharon Taylor, Patricia Cortes (with contribution of UN System Coordination Division) (2014) Guidance Note Gender Mainstreaming in Development Programming, UN Women, New York. Available here: <http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gendermainstreaming-issuesbrief-en%20pdf.pdf>

[3] Nelmanis, Astrida (2005 ) Gender Mainstreaming in Practice: A Handbook (commissioned by the UNDP Regional Centre for Europe and the CIS).

[4] For further information see Simone Cusack & Lisa Pusey (2013) CEDAW And The Rights To Non-Discrimination And Equality, Melbourne Journal of International Law, Vol 14

[5] Sylvie I. Cohen, Annalise Moser, Sharon Taylor, Patricia Cortes (with contribution of UN System Coordination Division) (2014) Guidance Note Gender Mainstreaming in Development Programming, UN Women, New York. Available here: <http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gendermainstreaming-issuesbrief-en%20pdf.pdf>

[6] Reeves, Hazel and Sally Baden(2000) Gender and Development: Concepts and Definitions(Prepared for the Department for International Development (DFID) for its gender mainstreaming intranet resource) <http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/reports/re55.pdf>

[1] *ibid.*

[2] Ramazanolu, C. (1989), *Feminism and the Contradictions of Oppression*, Routledge, London.

[3] Bayrakçıken Tüzel, Gökçe (2004) *Being and Becoming Professional: Work And Liberation Through Women's Narratives In Turkey*

PhD thesis Submitted ToThe Graduate School Of Social Sciences OfMiddle East Technical University

[4] Son, Johanna (2010) *Gender and Development Glossary*, 3rd edition, A tool for Journalists and Writers., Philippines.

[5] Sylvie I. Cohen, Annalise Moser, Sharon Taylor, Patricia Cortes (with contribution of UN System Coordination Division)

(2014) Guidance Note Gender Mainstreaming in Development Programming, UN Women, New York. Available here: <http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gendermainstreaming-issuesbrief-en%20pdf.pdf>

[6] Convention on Elimination of All Forms of Discrimination Against Women (CEDAW).available here:

<http://www.un.org/womenwatch/daw/cedaw/>

[7] Son, Johanna (2010) *Gender and development Glossary*, 3rd edition, A tool for Journalists and Writers., Philippines.

[8] UN Secretariat, Inter-Agency Task Force on the Implementation of the International Conference on Population and Development's Programme of Action, 'Guidelines on Women's Empowerment'

<http://www.un.org/popin/unfpa/taskforce/guide/iatfwmp.gdl.html>.

### 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 women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality." [1]

### Gender Parity

"Gender parity refers to the equal participation of women and men in terms of ration in any given situation. Parity is achieved when there are approximately equal numbers of men and women present or participating" [2]. Gender parity is for "enabling equal opportunities in participation with a continuum respect to values such as integrity transparency, mutual respect, professionalism, and results orientation" [3]. It encourages women to "participate and challenge any direct or indirect discrimination. Besides it allows the representation of the women's needs and experiences within a given situation and makes the process more equalitarian" [4].

### Gender Analysis

This is the "systematic gathering and examination of information on gender differences and social relations in order to identify, understand and redress inequities based on gender." [5] In other words, it is an "analysis of a situation or policy that pays specific attention to existing gender relations and potential gender differences. The goal of gender analysis is to make these often-overlooked differences and their effects visible" [6]. "Gender analysis enable us to see if the proposed project or policy challenged existing inequalities between men and women; involve both men and women equally in the process of implementation; clearly state gender equality objectives in the project design; gender issues, that were not identified directly at the project/policy design stage were addressed. It also enable us to evaluate to what extent gender equality objectives met unexpected or unintentional gendered effects of the project/policy" [7].

### 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 sense, it is exactly that: a filter or a lens that specifically highlights real or potential differences between men and women." [8]

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

[2] Neimanis, Astrida (2005) Gender Mainstreaming in Practice: A Handbook (commissioned by the UNDP Regional Centre for Europe and the CIS).

[3] See UNDP Gender Parity Strategy, available here: <http://www.undp.org/content/dam/undp/library/gender/Annex%208%20UNDP%20Gender%20Parity%20Strategy%202013-2017.pdf>

[4] UNDP Turkey Gender Equality Strategy

[5] Reeves, Hazel and Sally Baden (2000) Gender and Development: Concepts and Definitions (Prepared for the Department for International Development (DFID) for its gender mainstreaming intranet resource) <http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/reports/re55.pdf>

[6] Neimanis, Astrida (2005) Gender Analysis: A Brief Guide (Prepared for UNDP RBEC)

[7] Ibid.

[8] Neimanis, Astrida (2005) Gender Mainstreaming in Practice: A Handbook (commissioned by the UNDP Regional Centre for Europe and the CIS).

### Practical and Strategic Gender Needs (PGNs and SGNs)

PGNs are identified by women "as a response to an immediate perceived necessity, and usually relate to inadequacies in living conditions such as water provision, health care and employment". PGNs are the "immediate needs identified by women to assist their survival in their socially accepted roles, within existing power structures. PGNs policies tend to focus on ensuring that women and their families have adequate living conditions, but do not directly challenge gender inequalities."

Strategic gender needs (SGNs), are those needs identified by women that require strategies for challenging male dominance and privilege. These needs may relate to inequalities in the gender division of labour, in ownership and control of resources, in participation in decision-making, or to experiences of domestic and other sexual violence." [2]

### Gender Questions

"Gender questions" are the starting point of any gender analysis. They seek to uncover the assumptions inherent in any statement or situation, and look below the surface to reveal hidden (potential or existing) differences between men and women. Gender questions "can only be asked once gender stereotypes and assumptions about gender roles have been acknowledged and overturned." [3]

### Gender impact analysis

Gender impact analysis is a result oriented approach and "focuses on how existing or intended projects or policies will or do impact men and women differently". [5]

### Women in Development (WID)

The WID approach calls for greater attention to women in development policy and practice, and emphasizes the need to integrate them into the development process. It was a reaction to women being seen as passive beneficiaries of development. It highlighted the fact that women need to be integrated into development processes as active agents if efficient and effective development is to be achieved". [6] The WID approach has often increased women's workload and reinforced gender-based inequalities.

### Gender and Development (GAD)

The shortcomings of the WID approach gave impetus to the development of the GAD approach, which recognizes that all development planning, policies and projects must reflect gender sensitivity about and gender awareness of the different roles that men and women play in societies, differences in their access to and control over resources and the differential impacts of development processes on them." [7]. GAD "challenged the WID focus on women in isolation, seeing women's 'real' problem as the imbalance of power between women and men.

[2] Reeves, Hazel and Sally Baden (2000) Gender and Development: Concepts and Definitions (Prepared for the Department for International Development (DFID) for its gender mainstreaming intranet resource) <http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/reports/re55.pdf>

[3] Ibid.

[5] Ibid.

[6] Reeves, Hazel and Sally Baden (2000) Gender and Development: Concepts and Definitions (Prepared for the Department for International Development (DFID) for its gender mainstreaming intranet resource) <http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/reports/re55.pdf>

[7] Son, Johanna (2010) Gender and Development Glossary, 3rd edition, A tool for Journalists and Writers. Philippines.

[8] Reeves, Hazel and Sally Baden (2000) Gender and Development: Concepts and Definitions (Prepared for the Department for International Development (DFID) for its gender mainstreaming intranet resource) <http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/reports/re55.pdf>