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**Gender Equality Strategy**

**UNDP Armenia Country Office**

**2018-2020**

Revised, July 2019

Yerevan, Armenia

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| Propriety: | UNDP Armenia Gender Team |
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| Approval: | UNDP Resident Representative in Armenia |
| Alignment: | UNDP Strategic Plan 2018-2021  UNDP Gender Equality Strategy 2018  UNDP Programme and Operations Policies and Procedures  UNDP Armenia Standard Operational Procedures (SOP), Programme  UNDP Policies of Higher Quality Programming and Quality Assurance  UNDP Gender Equality Seal Benchmarks  UNDP Gender Parity Strategy 2018-2021 |
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| Acknowledgements | CO team is grateful to all the UNDP colleagues who contributed to the drafting of this strategy. |

UNDP Armenia Gender Equality Strategy2018-2021 (GES) is the second CO gender equality strategy. It builds on lessons learned through the implementation of the previous CO gender equality strategy 2013-2018. The new strategy is also aligned with the new [UNDP Gender Equality Strategy 2018-2021 as well as the vision and principles elaborated in the UNDP Strategic Plan 2018-2021. First time in 2018, UNDP Armenia did mapping of its projects by Signature Solutions with the four projects highlighted in the Signature Solution 6 on Gender Equality (Annex VI).](https://strategicplan.undp.org/)

The CO strategy is also fully in line with [Country Programme Document 2016-2020](http://www.am.undp.org/content/armenia/en/home/operations/legal_framework/_jcr_content/centerparsys/download_2/file.res/2016-2020%20CPD%20Armenia.pdf), its [Country Programme Action Plan 2016-2020](http://www.am.undp.org/content/armenia/en/home/operations/legal_framework/_jcr_content/centerparsys/download_3/file.res/CPAP_book%20ENG.pdf), [UN – Armenia Development Assistance Framework (UNDAF) 2016-2020](http://www.am.undp.org/content/armenia/en/home/operations/legal_framework/_jcr_content/centerparsys/download_0/file.res/Armenia%20-%20UNDAF%202016-2020%20-%20eng_arm.pdf), annual CO Strategy Notes, Gender Equality Seal methodology, as well as Higher Quality Programming, Quality Assurance, Results-Based Management and other relevant frameworks. The CO strategy is also fully in line with [Country Programme Document 2016-2020](http://www.am.undp.org/content/armenia/en/home/operations/legal_framework/_jcr_content/centerparsys/download_2/file.res/2016-2020%20CPD%20Armenia.pdf), its [Country Programme Action Plan 2016-2020](http://www.am.undp.org/content/armenia/en/home/operations/legal_framework/_jcr_content/centerparsys/download_3/file.res/CPAP_book%20ENG.pdf), and [UN – Armenia Development Assistance Framework (UNDAF) 2016-2020](http://www.am.undp.org/content/armenia/en/home/operations/legal_framework/_jcr_content/centerparsys/download_0/file.res/Armenia%20-%20UNDAF%202016-2020%20-%20eng_arm.pdf), annual CO Strategy Notes, Gender Equality Seal methodology, as well as Higher Quality Programming, Quality Assurance, Results-Based Management and other relevant frameworks.

UNDP Armenia GES delineates UNDP and CO commitment to:

1. Strengthen interventions tackling structural changes that accelerate gender equality and women’s empowerment rather than targeting women as beneficiaries in UNDP programmes;
2. Strengthen the integration of gender equality into UNDP work with a focus on new thematic areas of gender mainstreaming such as gender equality in environment, disaster risk management, climate change, energy efficiency and resilience in general.
3. Better align UNDP programming with its corporate messaging on the centrality of gender equality and women’s empowerment to the achievement of sustainable development and Sustainable Development Goals.
4. Build upon the Gender Equality Seal and the gender marker, which provide measurable standards and incentives to drive the CO gender mainstreaming progress.
5. **OVERVIEW AND OBJECTIVES OF UNDP AMRENIA GENDER EQUALITY STRATEGY:**

*The section presents the objectives of UNDP Armenia Gender Equality Strategy and provides an overview of a bigger contexticies*

The key objectives of UNDP Armenia Gender Equality Strategy are:

1. Present UNDP Armenia strategic priorities of Country Programme Document 2016-2020 on gender equality and women’s empowerment, focusing on CO policies, procedures and tools through the design, implementation, monitoring, communication and other phases of programme and project cycle.
2. Present relevant international and national frameworks as well as partnership strategies to guide CO contribution towards gender equality and women’s empowerment in the country.
3. “Demystify” application of gender analysis, gender mainstreaming and use of gender marker.

**Implementation of gender mainstreaming policies - outlined in this strategy - as well as any corporate strategies and documents is mandatory** for all staff in Programme, Projects, and Operations regardless the contractual modalities and any other factors.

The CO Gender Equality Strategy is accompanied by following documents and guidelines:

1. UNDP Armenia Programme Standard Operational Procedures,
2. UNDP Armenia Gender Equality Action Plan, and
3. UNDP Armenia Mentoring and Evaluation policies and procedures, among other, expressed in CO Monitoring Action and Standard Progress Report template.

The strategy presents

Gender mainstreaming methods and approaches are tailored to Armenia’s reality and context and are in line with the Convention on the CEDAW, Beijing platform for action and UN SWAP, Protection and Promotion of the Diversity of Cultural Expressions, 2005**.**

One of the key principles introduced through the previous revisions of the CO Gender Equality Strategy is **incorporation of innovative and systematic methodologies towards strengthening meaningful participation of beneficiaries – equally women and men – through discussions on the ground, identification of needs, challenges and concerns. This strategy prioritizes equal participation of women and men in co-design, implementation and, possibly also in decision-making of projects and interventions. The strategy pays particular attention to equal access of beneficiaries to resources, knowledge, learning and other opportunities created by projects through the project and programme cycles.**

1. **CO GENDER EQUALITY STRATEGY IS BUILDING ON GENDER MAINSTREAMING ACHIEVEMENTS THROUGH THE IMPLEMENTATION OF THE PREVIOUS GENDER EQUALTIY STRATEGY AND GENDER EQUALITY SEAL PROCESS**

*The section presents UNDP Armenia new or enhanced policies on gender mainstreaming and women’s empowerment in the 2016-2016 Country Programme cycle*

1. **Under the UNDP leadership gender mainstreaming integrated in the UNDAF and Country Programme Document:** New **programme cycle documents (UNDAF, CPD, CPAP**) address gender equality issues. First time in the history of CO, **a standalone Gender Outcome was introduced.** More gender sensitive/ specific indicators have been incorporated in programme and projects. **CPD was assessed against the Gender Marker scale with the objective to meet the criteria for GEN2/ 3** attribute along with the policy for programme and project developers to undertake **gender analysis and mainstreaming review of the projects / programme,** if not integrated during the initial design process.
2. **CO Expanded Partnership on Gender Equality, which led to establishing Gender Equality portfolio with budget exceeding USD 4 million:** Under the leadership of the UNDP Armenia Senior Management the strategic partnerships were significantly expanded between 2018-2019, which led to establishment of first-ever multidimensional gender equality portfolio covering new or upscaled programmatic directions focusing on women in economic empowerment, gender equality in politics, gender equality in public administration, gender equality in provision of social services at local level with focus on women and youth. An excellent example of diversifying the partnership with national stakeholders on gender equality and women’s empowerment is the Piloting Gender Seal for Public Institutions jointly with the Prime Minister’s Office and several ministries. In the area of women in politics, UNDP established first-ever partnership with UK Good Governance Fund. A signature of multiyear joint project with UN Women also opens new partnership avenues in the area of women’s economic empowerment. Specialists of UNDP Gender Portfolio contributes to gender-sensitive and gender-responsive development of other programmatic areas such as electoral process, parliamentary strengthening, etc.
3. **New Programmatic Opportunities for Gender Equality - GEN3 Projects:** In 2018-2019, CO both explored or strengthened gender equality dimensions in new thematic areas such as Gender in Climate Change. The work around the National Adaptation Plan helped bring to the discussion with national stakeholders the specific issues, concerns and needs of women and men in climate change adaptation. The same approach was applied in disaster risk reduction with the focus on local level risk management. These discussions opened the opportunities for the discussion on the development of respective gender-responsive interventions (GEN3 projects) in the area of DRR and climate change.
4. **CO Increased its Internal National and International Expertise:** CO internal capacity and expertise on gender mainstreaming significantly increased. Comparing with 2007-2010 when only one gender focal point and one gender project was available, currently CO has 4 International Gender Advisors with a framework two-year contract, about six gender equality specialists in the office in various thematic areas, gender trainers at local level and a network of women and youth stakeholders, who grew from their previous status of project beneficiaries.
5. **Better Integration of Gender Equality Dimensions in Projects/Programmes:** The same approach on gender analysis and gender mainstreaming was strengthened also for project/programme development. In the first round of transition in 2015-2016, allocation of up to 15% of CO total mount of project resources for GEN 1 projects and more than 15% for GEN2 projects was required for gender equality and women empowerment dimension. In the second stage of the transition, CO will aim to align fully with the benchmark of having about 15% of CO budget for GEN 3 projects, about 40 % of CO budget for GEN 2 projects, and GEN 0-1 projects to be about 15 % of CO budget.
6. **Strengthened CO Gender Equality Architecture and Gender Mainstreaming Mechanism:** Gender Focal Team was established and led by senior management. Gender Focal Team reviews the progress and support the implementation of CO Gender Action Plan, meeting at least twice during the calendar year. A completely new architecture of CO gender focal points was introduced where project coordinators and heads of units serve as gender focal points. Another practice introduced in UNDP Armenia in July 2019, mandatory review by Gender Team member the gender dimension of the project prior to the Local Project Appraisal Committee Meetings and participation of GFT member in LPAC. The same Gender Team Member shall also review and validate the projects’ gender prism in Quality Assurance Design Report and Social and Environmental Screening Procedure (SESP) before LPAC and provide opinion by email.
7. **SEA and SH policy in new Prodoc Document Template:** A new Gender equality and RBM mainstreamed project document template was created, which includes clauses on Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH).
8. **Gender-sensitive M&E framework:** CO prioritizing gender-sensitive M&E framework. At the end of 2018, a new Monitoring Action and Standard Progress Report Template was introduced highlighting gender equality dimensions in monitoring and results reporting. This also contributes to CO strategic communication on gender equality and helps underscore gender equality results in Results Oriented Analysis Report (ROAR). CO also embeds gender equality parameter in independent evaluations.
9. **10% of CO Learning Budget allocated for Gender Equality Interventions:** CO introduced the policy that at least 10% of CO Learning Budget has to be devoted to gender equality learning, during 2015-2016 Gender Equality Seal round and continues to use that practice until now.
10. **Strengthened gender equality dimensions in CO Communication Strategy, Website and new Gender-Sensitive Language Policy:** CO engendered its communications strategy and website as well as introduced the policy and guidelines on gender-sensitive communication. CO significantly increased the number of its articles highlighting gender equality stories.
11. **CO Engendered Operations Procedures and ToR, Including Inception Package**: In addition to development of guidelines on gender-sensitive recruitment and procurement, CO followed up with implementation of the CO policies. In addition, the ToRs are reviewed to embed information related on gender equality aspect of recruitment of procurement. In 2018-2019 GES cycle, CO uses more rigorously inception package for new comers. The inception package was revised, and additional points introduced about CO Gender Equality Strategy, SH/SEA, etc.
12. **Strengthened use of CO work-and-life balance policies**: CO reinvigorated its work-and-life balance policies. Senior management officially re-announced it at the year start meeting with the staff in 2019. Staff is encouraged to use flexi working hours, office core time from 10am to 4pm, or work from home or work from distance modality.
13. **CO Policies on Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH):** Further to formalizing zero-tolerance policies on sexual harassment through the previous Gender Equality Seal round in 2015-2016, CO established SEA/ SH focal points, developed and adopted CO Action Plan on SEA/SH, posted banners in CO presenting corporate policy with ‘take with you” wallet cards with contact information on independent counselling services. CO is also introduced a revised project document template addressing clauses on SH/SEA.
14. **Expanded Collaboration with UN Agencies on gender equality work:** In the current programme cycle, CO increased the number of joint projects with UN Agencies, which have significant contribution to gender equality in the following programmatic areas: protection of human rights and persons with disabilities, human security at local level, value chain development, agricultural census. In 2018, UNDP was requested by UN RC to take lead in implementation of UNCT-SWAP (System-Wide Action Plan) Gender Equality Score Card Assessment, which was successfully completed, providing recommendations and designing together with stakeholders UNCT SWAP Gender Equality Action Plan. Earlier in the same programme cycle, UNDP led joint assessment of assessment of development results of two Government Programmes on Gender Equality (2010-2015) and Prevention of Gender-Based Violence (2011-2015), which informed the development of the current National gender equality programmes in Armenia (in process of adoption).

**IV. SOME HIGHLIGHTS ON NATIONAL GENDER CONTEXT:**

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

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

Armenia ratified the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) in 1993 and its Optional Protocol in 2006. Yet, despite the number of ratified international conventions and declarations on women’s rights and gender equality.

The Government of Armenia recognized the promotion of gender equality as a priority and embedded it in 2008-2012 Government Programme.

Next, Government of Armenia developed and approved in 2010 Gender Equality Concept Paper, inter alia, with UNDP’s support.

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

Government approved and put in practice two 2011-2015 strategic gender equality frameworks: i) Gender Policy Strategic Programme 2010-2015 and ii) Combating Gender-Based Violence 2011-2015. The Ministry of Labour and Social Affairs was assigned to be the responsible line ministry on gender.

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

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

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

According to Statistics Committee of Armenia, Women comprise about 52% of the population of Armenia and about 57% of those with higher education. Despite this, their representation in decision-making at all levels remains low. In 2012 Parliamentary elections, 14 female MPs (out of 131) passed, comprising 10.68%. To compare, the average percentage of women in the parliaments of Europe and CIS region is 19%.  Women and men representation in political and discretionary positions in the executive branch remains imbalanced. Women comprise in average about 10 per cent at the positions of Ministers and Deputy Ministers (3 out of 19 – 15.7% (Culture, Diaspora and Justice) and 4 out of 57 – 7% (Labor and Social Affairs, Education and Science, and Culture) respectively as of March 2016.   There are no women among the 10 governors (marzpets) and there are two women among the 23 deputy governors (deputy marzpets)[[1]](#footnote-2). In average, women constitute 11% of decision-makers among the higher echelon of public administration. Along with this, “feminization” takes place at the lower levels of public administration, where women widely occupy more than 50% of posts, if not the overwhelming majority. Gender imbalance persists at the management level of the city mayors’ offices and the local self-government bodies.

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

According to the official statistics, the unemployment rate for economically active women is 1.6 times higher than for men. Employed women frequently occupy low-paid or low-level positions within the labor market; women usually occupy informal market. Underlying causes and implications of the mentioned issues need to be studied in-depth to inform evidence-based interventions, which will benefit equitably women and men and avoid gender-negative effects of gender-blind interventions.

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

**V. HIGHLIGHTS OF UNDP CORPORATE GENDER EQUALITY STRATEGY 2018-2021:**

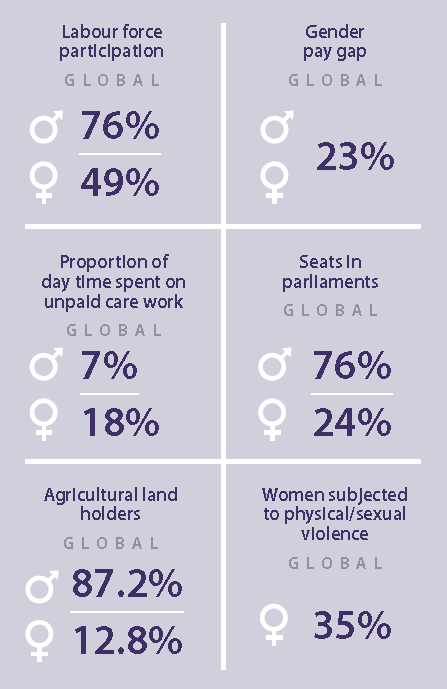
*This section provides UNDP’s gender equality vision, mandate, and the role, as put forward in UNDP Gender Equality Strategy 2018-2021, and the potential niches expanding UNDP Armenia gender equality work in collaboration with UN Agencies and partners, including at local level.*

**5.1 KEY MESSAGES**

Gender equality is a fundamental human right and a necessary foundation for a peaceful, prosperous and sustainable world. Gender equality is central to UNDP support to countries to implement and achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals as well as other commitments agreed by Member States. 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.”

Gender equality is an essential aspect of “leaving no one behind,” one of the guiding principles of the 2030 Agenda, as women are over-represented among those furthest behind.

**GLOBAL GENDER GAPS**



With the largest operational platform within the United Nations family, working on the ground in some 170 countries and territories, and with expertise in areas central to achievement of the Sustainable Development Goals, UNDP is well positioned as the “integrator” for helping countries deliver on the Goals by “connecting the dots” on complex sustainable development issues. UNDP will convene across line ministries and development partners to address the gender dimensions of eradicating poverty, sustaining peace, accelerating structural transformation for sustainable development and building resilience to crises and shocks and to ensure that the experiences, needs and contributions of both women and men are integrated into efforts to achieve sustainable development.

This strategy thus articulates the UNDP core principles and priorities for achieving the gender equality targets across the three development settings of the Strategic Plan, 2018-2021. The Strategic Plan identifies six cross-cutting signature solutions, one of which, signature solution 6, is to strengthen gender equality and the empowerment of women and girls. The strategy identifies priority areas for signature solution 6 and provides entry points for gender equality in each of the three development settings detailed in the Strategic Plan. As each outcome indicator of the Strategic Plan addresses a range of Sustainable Development Goals, this strategy goes beyond Goal 5 on gender equality to drive achievement across all 17 Goals.

The UNDP gender equality strategy is grounded in the requirement that all United Nations entities adopt gender mainstreaming methodology, as mandated by the 1995 Beijing Platform for Action; defined by Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system; guided by the normative frameworks provided in the Convention on the Elimination of all Forms of Discrimination against Women; and reinforced by the Sustainable Development Goals, Security Council resolution 1325 (2000) on women, peace and security and related resolutions, and General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The strategy is also aligned to the requirements of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, to the recommendations of the management response to the 2015 independent evaluation of the UNDP contribution to gender equality and women’s empowerment and to the common chapter of the strategic plans of UNDP, UNICEF, UN-Women and UNFPA.

**5.2 GENDER EQUALITY MANDATE**

UNDP has a two-pronged mandate for working towards gender equality:

***gender mainstreaming and women’s empowerment.***

UNDP views gender equality from two main perspectives – ***human development[[2]](#footnote-3)*** and ***human rights***.

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

***From human development perspective:*** gender equality is about creating an environment in which both men and women can develop their full potential and lead productive, creative lives in accordance with their needs and interests[[3]](#footnote-4). It is also about building human ‘capabilities’ to lead long and healthy life, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community. Without these, many choices are simply not available and many opportunities remain inaccessible[[4]](#footnote-5). In relation to the ***sustainable human development,[[5]](#footnote-6)*** *capabilities, wellbeing of men and women and relationship with the environment that sustains them are what matter.* Sustainable Human Development therefore, focuses on ‘…*the expansion of women’s and men’s freedoms to live long, healthy and creative lives; to advance other goals they have reason to value; and to engage actively in shaping development equitably and sustainably* on a shared planet.[[6]](#footnote-7)

*CEDAW provides a comprehensive framework to guide all rights-based action for gender equality, including that of UNDP.*

*Under this treaty, gender inequality is understood to be the result of discrimination against women.*

*Further to the equality of opportunities, CEDAW calls for the equality of outcomes.*

***From human/women rights perspective[[7]](#footnote-8)***: Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) provides a comprehensive framework to guide all rights-based action for gender equality, including that of UNDP.

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

By empowering women to claim their rights in development spheres, and supporting governments to be both proactive and responsive in advancing the realization of these rights, UNDP leverages the expansion of choices and opportunities, equal political and economic participation. Based on the UN global instruments and the strategic development frameworks on gender e.g. Beijing Declaration and Platform for Action, the Sustainable Development Goals Agenda (SDG5 and others), Security Council Resolution 1325 on Women, Peace and Security and General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The strategy is also aligned to the requirements of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women, to the recommendations of the management response of the evaluation of UNDP work under the previous gender equality strategy and to the common chapter of the strategic plans of UNDP, UNICEF, UN-Women and UNFPA.

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

*The Beijing Declaration and Platform for Action:* (195) provides “*an agenda for women’s empowerment*”[[8]](#footnote-9). The document includes *gender analysis of problems and opportunities* in 12 critical areas of concern and *clear and specific standards for actions to be implemented by governments, the UN system and civil society including where appropriate the private sector*. The Platform provides the ***first global commitment to gender mainstreaming as the methodology by which women’s empowerment will be achieved.*** In implementing the suggested actions, “*an active and visible policy of mainstreaming a gender perspective into all policies and programmes should be promoted so that* ***before decisions are taken an analysis is made of the effects on women and men****, respectively”*.[[9]](#footnote-10)

**In the Beijing Platform for Action:**

paragraph 79 - ***education***

paragraph 105 - ***health***

paragraph 123 - ***violence against women***

paragraph 141 - ***conflict***

paragraph 189 - ***power and decision-making***

paragraph 202 - ***institutional mechanisms***

paragraph 229 - ***human rights***

paragraph 238 - ***media***

paragraph 252 - ***management of natural resources***

paragraph 273 - ***children and youth***.

*Sustainable Development Goals:*The SDGs are about inclusive development.Gender equality is both *a goal* in itself (SDG5) and *an important condition* for achieving other SDG goals.

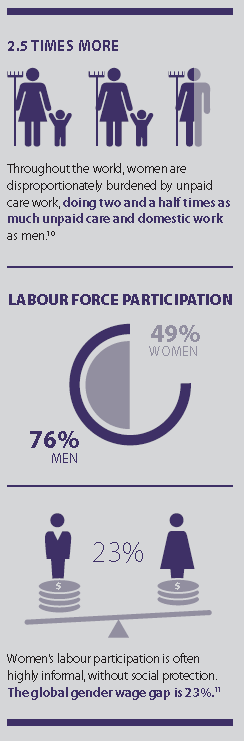
**IMPACT OF CLOSING GENDER GAPS**

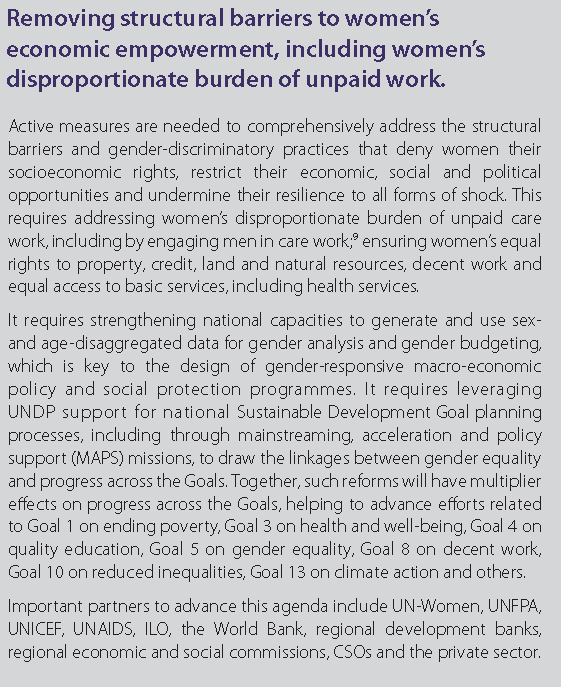
*Security Council Resolution 1325 on Women, Peace and Security:* In the same year as the Millennium Summit and Declaration, the UN Security Council adopted a resolution embracing the interactions between *women’s empowerment, gender equality, and the peace and security* agenda. Even though there is a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

*Sendai Framework for Disaster Risk Reduction 2015-2030 that came to replace Hyogo Framework for Action*: Hyogo Framework for Action provides a tool for integrating gender perspective in all forms of disaster risk management, including risk assessment and early warning mechanisms[[10]](#footnote-11). UNDP’s *Eight-point Agenda* (8PA) for Women’s Empowerment and Gender Equality in Crisis Prevention and Recovery was key in this relation. On March 18, 2015 **Sendai Framework for Disaster Risk Reduction 2015-2030** was adopted that re-emphasized the importance of broader action of gender mainstreaming for disaster risk reduction and resilience. The framework was broadened with now also stronger focus on youth and people with disabilities.

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

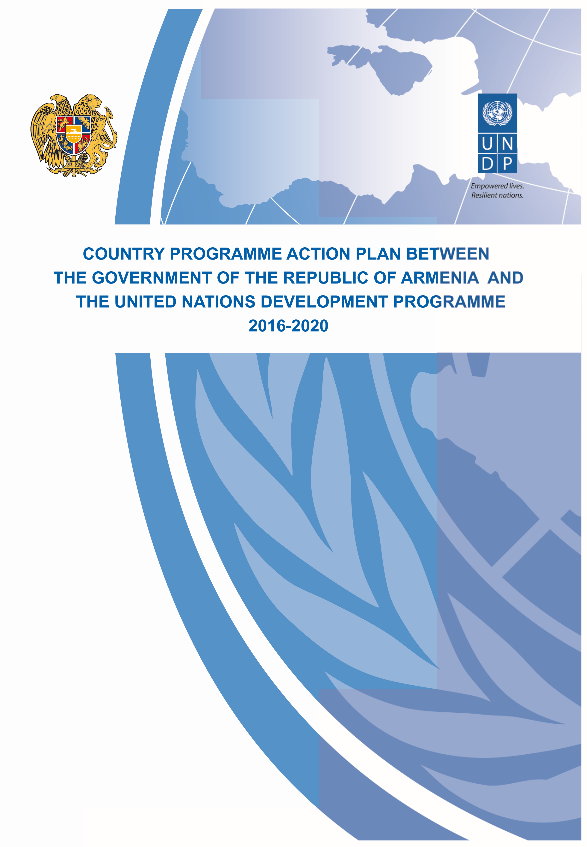
General Assembly Resolution 71/243- Quadrennial comprehensive policy review of operational activities for development of the United Nations system. The General Assembly reaffirmed its importance and established key system- wide strategic policy orientations and operational modalities for the development cooperation and country level modalities of the United Nations systems development systems. The United Nations will use this review as the main instrument to better position United Nations operational activities for development to support countries in their efforts to implement the 2030 Agenda for Sustainable Development in a coherent and integrated manner in line with the mandates of the entities of the United Nations development system, and recognizing that this requires a United Nations development system that is more strategic, accountable, transparent, collaborative, efficient, effective and results oriented.



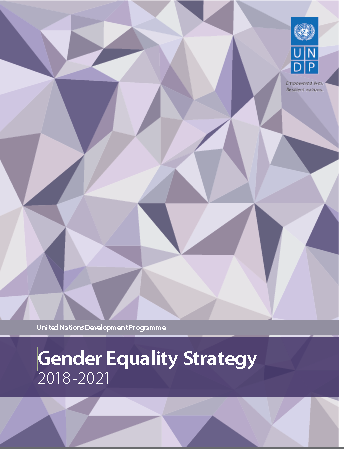
***EXTRACT FROM UNDP GENDER EQUALITY STRATEGY 2018-2021***

**5.3 UNDP ARMENIA GENDER DIMENSIONS AND KEY FOCUS AREAS AS PER CORPORATE STRATEGIC PLAN 2018-2021 AND COUNTRY PROGRAMME DOCUMENT 2016-2020:**

The following entry points on gender equality are recommended by UNDP in line with Strategic Plan 2018-2021. The areas that corresponds with the priorities of UNDP Armenia CPD 2016-2020, UNDAF 2016-2016 and Agenda 2030 of Sustainable Development Goals are bolded.







entry points for mainstreaming gender equality

**In the strategic area of OUTCOME 1: Eradicating poverty in all its forms and dimensions**

**a.** **Supporting countries to integrate gender equality and women’s empowerment into the implementation of the 2030 Agenda, the Paris Agreement on Climate Change and other internationally agreed instruments and into regional, national and local development planning. This requires addressing gender equality in MAPS missions and ensuring that UNDP support for Sustainable Development Goal planning and implementation at all levels is gender-responsive, draws attention to the linkages between gender equality and the acceleration of all the Goals and supports national and local plans and budgets to address underlying gender inequalities that impede progress towards the Goals;**

**b. Supporting national and local partners to expand women’s access to and control of resources and basic services, including financial and non-financial assets, housing, jobs, education, clean energy and technology, health, including HIV and health services, social protection (including health insurance and pensions) and care services, with a particular focus on the most marginalized and left behind, including poor women and women with disabilities;**

**c.** Supporting partners to end occupational segregation and address women’s and girls’ disproportionate burden of unpaid work and time poverty through measures such as affordable and reliable public and private care services (child, elder, disability or illness), as well as gender-equal parental leave and work-life balance rights and policies. Similarly, working with partners to invest in critical infrastructure such as water and sanitation, and clean and affordable energy, safe roads, gender-responsive public spaces and services such as markets and transportation, can all reduce the time women spend on care activities;



**d.** Supporting legal and policy reforms to close the gender wage gap, lift formal and informal barriers to women’s access to certain occupations and educational fields, and strengthen women’s legal protection from workplace discrimination and rights violations;

**e. Supporting national and local institutions to analyse risk from a gender perspective and involve women and women’s organizations in the formulation and implementation of risk management, reduction and recovery policies;**

**f. Supporting partners to ensure gender-responsive sustainable management of natural resources, including land, water and forests, and to expand women’s access to, control and ownership of land, property and finance as well as to partnerships in new micro-, small and medium-sized enterprises established on green and inclusive value chains;**

**g.** Supporting Governments to ensure that women have equal access to clean, affordable and sustainable energy. This will include supporting women as consumers, decision makers and entrepreneurs in the transition to clean energy systems;

**h. Supporting measures to increase and track women’s leadership in decision-making in the private and public sectors and in public administration, including in government, line ministries and decentralized governance;**

**i.** Supporting national efforts to develop and implement legal and policy frameworks to prevent and address gender-based violence. This includes supporting national partners to provide multisectoral support and services for survivors, supporting research and public awareness campaigns on the prevention of and response to gender-based violence and the most effective policies to reach out to the most marginalized groups; and engaging men and boys to change behaviour around gender-based violence

**In the strategic area of OUTCOME 2: Accelerate structural transformations for sustainable development**

**a.** **Supporting Governments to ensure that regional, national and local development policies, plans and budgets incorporate gender-responsive solutions for climate change adaptation and mitigation;**

**b. Ensuring women’s access to training, decent work, technology and financing opportunities to facilitate their participation in zero-carbon development**;

**c. Supporting national partners to adopt and implement gender-responsive labour market policies and transform labour markets both to eliminate gender wage gaps and gender-based job segregation and to expand women’s opportunities for decent work and advance gender equality in the public and private sectors**. UNDP will partner with the World Bank, UNICEF, ILO and UN-Women, and will leverage lessons learned in Latin America to continue expanding the UNDP Gender Equality Seal certification programme for public and private enterprise;

**d.** **Supporting Governments to use digital technology and big data to expand women’s access to public registration and identification cards that would improve their benefits from public services, including credit, health care and market information;**

**e. Strengthening institutional capacities for policy and legal reforms to accelerate women’s participation in decision-making. This includes initiatives to increase women’s participation as voters and candidates; to increase young women’s civic engagement; to promote women’s participation in transitional and constitutional bodies; and to strengthen parliamentary capacities for gender-responsive legislation;**

**f. Supporting countries to adopt and implement legal and regulatory reforms and capacity development initiatives to open space for women’s CSOs and increase their participation and effectiveness in contributing to sustainable development;**

**g. Supporting national institutions and engaging community leaders to implement the Convention on the Elimination of all Forms of Discrimination against Women and gender-related obligations of other human rights treaties; support women’s access to justice through both formal and informal systems; and increase women’s leadership in the judicial, security and legal sectors;**

**h.** Ensuring the integration of gender equality into legal and regulatory frameworks, policies and institutions addressing biodiversity conservation, the sustainable use of natural resources and the equitable sharing of benefits arising from the utilization of such resources or related knowledge and practices. This includes ensuring women’s full participation in decision-making on the use, management and protection of ecosystems.

**VI. UNDP ARMENIA GENDER EQUALITY STRATEGY:**

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

**I. UNDP Armenia institutional framework for gender mainstreaming**

**6.1 UNDP ARMENIA SENIOR MANAGEMENT’S ROLES:**

* 1. Senior management will lead strategic partnership, programming, and communication for gender equality and empowerment of women;
  2. In alignment with the UN System-wide Action Plan and the commitments of both the Secretary-General and the UNDP Administrator as international gender champions, UNDP CO senior management will consistently champion gender equality as integral to the work of UNDP and the achievement of sustainable development;
  3. UNDP CO Senior management will ensure that 50 per cent of combined expenditures at country and regional levels are on outputs that significantly contribute to gender equality or have gender equality as their principal objective (GEN 2 and GEN 3 respectively).

**Senior Management of Country Offices should:**

* Develop and implement a Gender Equality Strategy for the Country Office;
* Establish an effective gender architecture and gender expertise;
* Adequately implement a gender accountability framework;
* Implement the UNDP Gender Parity Strategy;
* Lead by example, fostering an inclusive and respectful organizational culture.
  1. UNDP CO Senior management will ensure gender balance in meeting delegations and UNDP-hosted panels and UNDP events;
  2. Following the commitment of the Secretary-General, UNDP senior managers also will “ensure that where possible on all country visits” they will “meet with women’s CSOs and/or visit a programme focused on furthering gender equality and women’s empowerment.”
  3. Ensure that gender equality strategy is developed and implemented by Country Office, with constituent capacity development, knowledge management, communications, and advocacy plans.
  4. Ensure that effective gender mainstreaming mechanism is set up in the office (e.g., gender team under the leadership of senior management), system of gender focal points, gender budgeting.
  5. Ensure that staff capacity in gender analysis and gender mainstreaming is continually developed, with a particular focus on new comers. At least 10% of learning budget shall be dedicated to gender.
  6. Enable the participation of staff in global knowledge network on gender equality and women’s empowerment.
  7. Ensure that UNDP is active in Gender Theme Group, and in bringing gender perspective to other Theme Groups.
  8. Ensure that gender equality considerations are reflecting in Performance Management and Development (PMD) of both management and the staff.
  9. Ensure progress towards gender parity in the office.
  10. Establish zero tolerance for sexual exploitation and abuse (SEA) and sexual harassment (SH).

**OTHER HIGHLIGHTS**

* **Gender-responsive staff performance management**. UNDP will ensure that implementation of the gender equality strategy and the gnder parity action plan are recognized as a criterion of good performance in performance assessment of all senior and middle managers.\* Senior managers will be expected to identify those elements of the gender equality strategy that are relevant to the work of their unit/offices, agree with their staff which outputs can be achieved and track compliance with this agreement through their respective performance plans and assessments;
* The **UNDP corporate monitoring system** (results-based management) and tools, which will continue mainstreaming gender equality and the empowerment of women to enable the organization to assess progress toward the three development outcomes established in the Strategic Plan;
* **Auditing and evaluation**. All UNDP evaluations will be designed and implemented in accordance with the norms and standards for evaluation in the United Nations system, including the gender-related norms and standards. \* Implementation of the UNDP gender equality strategy will be evaluated at least once. Gender will be included in risk-based audit undertaken by the organization annually;
* **Resource tracking.** UNDP will continue to implement and improve the gender marker as the primary tool for tracking resource allocations for gender equality in the organization. \*

**ZERO TOLERANCE TO SEXUAL EXPLOITATOIN AND SEXUAL ABUSE**

UNDP Armenia has a number of measures in place to prevent and respond to sexual harassment, exploitation and abuse. These include the planned establishment of a free, 24-hour, international and confidential hotline to allow staff to report incidences of harassment or abuse and receive counseling, a strengthened policy on protection against retaliation and mandatory courses related to ethics, harassment, discrimination and abuse of authority in the workplace, and sexual exploitation and abuse.).

UNDP Armenia **will not tolerate harassment and/or abuse of authority** at the workplace or relating to work in any form.

UNDP Armenia is determined to create an **inclusive, diverse and harmonious working environment** that respects the dignity of all persons.

**6.2 UNDP ARMENIA GENDER TEAM’S ROLE:**

UNDP CO Armenia has a multidisciplinary gender focal teams led by senior management.

See Gender Team TOR for more details.

**6.3 UNDP CORPORATE SYSTEM OF GENDER FOCAL POINTS:**

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

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

**6.4 UNDP ARMENIA SYSTEM OF GENDER FOCAL POINTS:**

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

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

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

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

* CO Senior Management, with 10% of TOR time committed;
* CO Gender Mainstreaming focal point, with 30% of TOR time committed;
* Head of CO Units, with 15% of TOR time committed;
* Project Coordinators, with 20% of TOR time committed;
* CO Colleagues with in-depth knowledge and expertise on gender to serve as resource persons on gender equality and gender mainstreaming issues, with 10% of TOR time committed.

**6.5 UNDP ARMENIA GENDER MAINSTREAMING MECHANISM:**

CO gender mainstreaming mechanism was introduced through development and introduction of GES and its Action Plan, Gender Team and Gender Focal Points with specified functions.

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

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

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

* **Institutional structure:** The institutional leg of CO gender mainstreaming mechanism is a system of gender focal points, with functions described above. Gender Team is a key decision-making and results verification body of the CO Gender mainstreaming mechanism.
* **Technical ground**: Technical leg of CO gender mainstreaming mechanism is a whole richness of available technical knowledge, guidelines, policies and expertise on gender mainstreaming through CO, as well as regional and HQ offices and their Gender Teams. It consists of the below main sets of documents:

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

* **M&E framework:** M&E framework of gender mainstreaming mechanism will ensure that CO M&E plan integrates gender concerns and is aligned with CO gender strategy/action plan. A policy of yearly discussing and approving CO M&E Plan with gender components (focus on gender evaluations, especially impact evaluations) by Gender Team, at Programme Meeting and with staff was introduced and will be maintained. Project Coordinators/gender focal points will be responsible to provide necessary input/design respective M&E framework of projects. Necessary ongoing capacity development of the staff will be organized.
* **Sustainability mechanism:** Gender mainstreaming mechanism’s sustainability component will ensure that adequate resources will be made available for gender mainstreaming via gender budgeting process. Allocation of up to 15% of project budgets for new projects was revisited. Opportunities are currently being explored to increase this amount to GEN2-3 financing level where possible. Across the programe the policy approach is about 30% will be ensured, in line corporate gender mainstreaming benchmarks. Project coordinators/gender focal points, in consultation with CO gender focal point, will be responsible to design respective gender mainstreaming framework of their project, according to the corresponding Gender Marker score (GEN 0, 1, 2, 3). Gender Team will review and approve Gender Markers and gender mainstreaming scores and the respective allocation of funds of project through regular year cycle process. Allocated gender mainstreaming funds can be delivered by both projects and centrally by CO for activities to be equally beneficial for project, in line with years plans and as approved by Gender Team. The indicative activities for centralized delivery may be (hiring staff for e.g., production of gender knowledge products and communication of results, publications, events organization, learning, hiring expertize for gender analysis, other).

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

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

Recruiting Staff or Consultants:

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

Work-and-Life Balance:

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

Capacity Building, Performance Management and Development:

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

Learning:

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

Procurement:

* Taking into account UNDP’s mandate to empower women in different sectors, including in socio-economic development, the Procurement Unit is now exploring ways to deepen CO policies of addressing gender equality in procurement. Policies will be made available by end August 2019. In parallel, UNDP Gender Programme works on expanding UNDP guidelines in the area based on UN Women manual on Gender Equality in Procurement Area.

**6.7 UNDP ARMENIA: GENDER MAINSTREAMING IN COMMUNICATIONS[[11]](#footnote-12):**

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

UNDP Programme and Projects are mandated to adhering to gender-sensitive communication. Please see both UNDP Armenia gender mainstreamed communications policy and CO Communications Strategy (annex XXX).

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

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

Choice of Language:

It is a broadly occurring mistake to use masculine nouns and pronouns to refer to both sexes.

Below is a table of commonly occurring mistakes that are requested to be avoided.

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

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

Stereotyping:

Often, without noticing, stereotyping and biased language is used in communications. One common example is association of certain qualities or behaviors pertinent to women or men only , or when we link women and men with certain professions, e.g. using female pronouns for school teachers, or male pronounces for male scientists.

As media products play an important role in forming and thus changing perceptions about people in a society, it is crucial to promote stereotype-free and gender-sensitive communication. It is requested to provide stereotype-free portrayal of women and men and avoid referring to the perception of their traditional roles in the society.

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

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

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

Making women’s and men’s voices heard:

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

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

Some controlling questions:

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

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

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

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

Gender mainstreaming is ***not an end in itself*** but a ***means to an end.*** Gender mainstreaming is aimed at *bringing about changes in the structures and systems that create unequal power relations between men and women*. At the same time, gender mainstreaming is not a process that begins and ends with women, meaning that gender equality is not about simply having equal number of women and men in the organization and/or support programmes that are exclusively for women. While gender mainstreaming implies “including women”, it does not imply “excluding men”[[12]](#footnote-13).

***In the UN system***

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

***“…the process of assessing the implications for women and men of any planned action, including legislation, policies and programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concern and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality”[[13]](#footnote-14).***

***UNDP***

defines gender mainstreaming as:

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

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

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

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

Through all its focus areas, UNDP works to empower people’s lives and help nations become more resilient, build and share solutions to the challenges via, among other, promoting capacity development, protection of human rights, empowerment of women, minorities, poorest and the most vulnerable[[14]](#footnote-15).

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

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

Gender mainstreaming approach evolves from understanding that ***gender inequality is not a result of women’s integration or lack of integration in development, or their lack of skills, credit or resources[[15]](#footnote-16)***. Some root causes of the problem lie in social structures, institutions, values and beliefs that in some case may perpetuate women’s subordination.

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

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

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

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

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



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

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

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

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

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

1. Tools and documents in place.
2. The systems and mechanisms established and operational, and the
3. People who are responsive towards the notion of gender equality meaning equal rights and equal opportunities for all (women, men, boys and girls) to enjoy gender equality, human rights and an environment enabling women and men equally realize their potential and capabilities in daily lives.

**7.2 TEN STEPS OF GENDER MAINSTREAMING:**

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

Ten Steps of Gender Mainstreaming are:

1. Mainstreaming Approach to Stakeholders: Who are Decision-Makers?

2. Mainstreaming Gender Agenda: What is the Issue?

3. Moving toward Gender Equality: What is the Goal?

4. Mapping the Situation: What Information Do We Have?

5. Refining the Issue: Research and Analysis

6. Deciding on a Course of Action: Designing Policy Interventions and Budgets

7. Arguing Your Case: Gender Matters!

8. Monitoring: Keeping Gender-sensitive Eye on Things

9. Evaluation: How Did We Do?

10. Engendering Communication

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

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

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

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

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

No single “correct” gender marker rating exists. There could be good arguments for both GEN 1 and GEN 2. Assessing contributions to gender equality is not an exact science. It will differ based on many reasons. The aim of exercise is that office staff discuss gender marker score and give honest and accurate reflection.[[16]](#footnote-17)

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

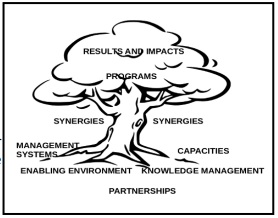
**Descriptions of Gender Scores:**

|  |  |
| --- | --- |
| Score: | Description: |
| **Gender Score 3:**  Gender equality is a principal objective of the output | For GEN 3, gender equality is an explicit objective of the output and the main reason that this output was planned. |
| Examples of outputs that could be scored GEN 3 | * A resource guide on **gender and climate change** is developed. (Includes gender impact analysis and ensures that climate change policies are gender-responsive). |
| **Gender Score 2:**  Gender equality is a significant objective of the output | For GEN 2, gender equality must not be the main objective of the expected output, but the output is expected to promote gender equality in a significant way. |
| Examples of outputs that could be scored GEN 2 | * A handbook for political parties is developed (The entire knowledge product will reflect gender analysis and sex-disaggregated data. The handbook will also provide relevant examples on how to make political parties more accessible to women). |
| **Gender Score 1:**  Outputs will contribute in some way to gender equality but not significantly. | For GEN 1, gender equality will not be one of the main reasons for having this output or critical in its design. Nevertheless some aspect of the output e.g. one of the activities is expected to promote gender equality. In contrast to GEN 2, the output is not expected to contribute to gender equality in a significant way. |
| Examples of outputs that could be scored GEN 1 | New system and procedures are established to enhance efficiency and transparency in public service. (The main objective of most of the activities that constitute this output is to promote government accountability and transparency in public service. One or two of the activities will focus on promoting gender equality, for example, by organizing a training to share information with women organizations. If promoting gender equality is a secondary objective of the output (for instance, insuring that these new systems and procedures target both women and men equally, such as by establishing some mechanism to strengthen the interface between women’s organizations and the government or by promoting the active participation of women in ensuring transparency, the output could be scored GEN 2) |
| **Gender Score 0:**  Outputs will not contribute noticeably to gender equality. | For GEN 0, outputs that are not expected to contribute to gender equality in a noticeable way. Activities that constitute the output are not targeted to promoting gender equality. |
| Examples of outputs that could be scored GEN 1 | The planned action does not take the different needs and interests of women and men into account. Activities are planned in a way that assumes that services “for people” will meet the needs of everyone. |

**IX. UNDP GENDER SEAL:**

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

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

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

Gender Seal three levels of certification:

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

Gender mainstreaming tree:

The idea of the Gender Equality Seal shows how **building positive synergies between different domains of gender mainstreaming catalyses both conomicdnal transformation and development results**.

The Seal uses an organic metaphor – **the gender mainstreaming tree** – to underline the importance of synergies between interventions in order to achieve larger goals. The UNDP Gender Equality Seal tree portrays the organization as a living growing system, where synergies between different foundational elements create support for effective programming. The image also makes visible the connection between rooting (engendering the organization) and achieving gendered results and impacts, thus underlining the message that gender mainstreaming is a means to an end rather than an end in itself.

*Gender Seal is an indication of:*

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

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

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

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

*Certification Process*

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

* **Pre-selection process** to be led by gender teams at the Regional Centre. Country offices will be oriented to Gender Seal and offered online coaching to prepare for certification.
* **Screening of requests** by the designated screening team based on transparent criteria. Requests may be submitted at any time but will be processed and screened once every quarter.
* The menu of **criteria** could include the following, with applicants required to meet at least four in order to be eligible for screening.
* Gender Focal Team in place
* CO Gender Strategy and Action Plan in place
* Overall gender parity
* At least 25% of projects are scored at 2 or more on the Gender Marker
* Yellow or Green light on the Global Staff Survey dashboard.
* **Virtual meeting** will be held with members Regional Gender Team or Gender Seal certification team to explain the methodology, agree on timelines and logistical issues and draw up a list of preparatory actions and secondary data to be collated.
* **Setting up of appraisal team**, includes a member from global Gender Seal Secretariat, a member of Gender Team in Regional Centre, and an external expert.
* **Appraisal visit** (eight working days), comprising four days for briefings and data collection through key interviews, focus group discussions, and workshops (both within and across work teams and functional units); two days for data processing and analysis; one day for all-staff workshop to share findings and suggested grading; one day for meeting with senior management and Gender Team, to finalize grading and agree on follow-up actions.
* **Recommendation for certification** are presented to headquarters Gender Seal Unit, for consideration by Apex Certification Committee.
* **Award of certification** by Administrator (within 30 days of the completion of the audit process).
* **Post-certification support** to develop an implementation plan based on the lessons and strategic recommendations from the exercise.

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

1. *Management system:*
   * Has a Gender Focal Team been established? Is it headed by a senior manager?
   * Is there a full-time Gender Advisor? What is the nature of the contract held by this person?
   * How are the Gender Advisor and thematic gender experts positioned within the office organigram?
   * Does CO have Gender Action Plan? Is it aligned with Integrated Workplan?
   * What is the picture of gender mainstreaming in programmes revealed by the Gender Marker?
   * Are gender equality outcomes reflected in RCAs of senior managers?
   * What is the picture of gender mainstreaming revealed by ROAR, Balanced Score Card and Executive Snapshot?
2. *Enabling policy framework:*
   * Have all corporate policies for gender equality in the workplace (prevention and redressal of sexual harassment, work-life, gender parity) been notified at the local level? Are these consistently applied?
   * Are their clear guidelines/policies regarding integration of gender into the project cycle? Are these consistently applied?
   * Are policies and guidelines on workplace diversity being consistently applied?
   * Have codes of conduct and norms of acceptable conomic (e.g. regarding use of sexist language) been defined and clearly communicated to staff?
   * Are corporate policies and guidelines related to recruitment and career development being followed?
3. *Resources:*
   * Financial resources – have resources for gender equality projects been earmarked in CO budget? What proportion of total programme/non-programme resources are being invested in gender equality?
   * Technical resources – has CO developed any gender mainstreaming tools (programme/project tools, HRD tools, communications and advocacy tools)? Have global been adapted to the local context? Are they being consistently used by staff?
   * Institutional resources – does CO access and use institutional resources for gender mainstreaming (HD database, global knowledge products, learning packages and tools)? Has the CO added to this global pool of resources?
4. *People:*
   * Do all staff have basic understanding of gender mainstreaming? Have all staff been through the online gender course? Have they received any face-to-face training for sensitization/perspective-building?
   * Technical capacities – have all staff received specialized training on integrating gender into their particular area of activity (e.g. programming, HRM, operations, communications)?
   * Specialized capacities – how many staff members are professionally qualified in the area of gender? What positions do they occupy?
   * Are trained staff given opportunities to contribute their knowledge and skills to strengthen gender mainstreaming? Have they been effective in their use of these opportunities?
   * Ability of key individuals to provide leadership to the gender agenda – do key individuals (senior managers, gender experts, HR managers, members of the Gender Focal Team) have the ability to act as effective gender advocates (eg explain the concept of gender equality as an essential element of UNDP’s mandate; identify and address situations of discrimination; resolve conflicts through dialogue and without compromising principles of gender equality)? And human rights?
   * Do women and men in the organization understand and actively support the organizational gender equality agenda? Are they supportive of actions for gender equality (eg gender integration in programmes, gender parity goals, affirmative actions, women’s leadership)?
   * Does the CO environment support self-critical reflection on personal gender practice? What are the formal/informal spaces for such reflection and discussion on gender equality issues?
5. *Alliances and partnerships:*
   * Has CO established positive relationships with key national actors for gender equality (eg women’s movements, NGOs, academia, government counterparts)? What are the outcomes of these alliances?
   * Does CO collaborate with other members of the UN family and donor community to advance the gender equality agenda? What are the outcomes of these partnerships?
6. *Programmes and interventions*
   * Do CO projects/programmes respond to national needs and priorities on gender equality?
   * To what extent and how effectively have gender equality concerns been integrated into CO programmes/projects in focus areas? What is the impact of these projects?
   * Does the CO have any targeted interventions for gender equality and/or women’s empowerment? What is the impact of these projects?
   * Are UNDP interventions conomicd by key interlocutors (government counterparts, NGOs and civil society organisations, women’s movements and other social movements) as being gender responsive and/or having contributed significantly to gender equality?
7. *Factors facilitating synergy*
   * Gender Team comprising of the representatives of programme and operations divisions, including HR manager and headed by a senior manager.
   * Congruence between actions for gender equality at national, regional and global levels.
   * Participatory and interactive processes of programme planning, involving cross-programme teams.
   * Open and transparent systems of decision-making and planning.
   * Systematic documentation and codification of the best practice in both programme and operations.
   * Effective information-sharing and knowledge management.

**X. GLOSSARY – KEY TERMS ON GENDER EQUALITY:**

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

**Gender:** “Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a women or a men in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criterial for socio-cultural analysis include class, race, poverty level, ethnic group and age.”[[17]](#footnote-18)

**Gender Equality:** “Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognizing the diversity of different groups of women and men. Gender equality is not a “women’s issue” but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.”[[18]](#footnote-19)

Gender equality is the process of being fair to women and men.

**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.”[[19]](#footnote-20)

**Women’s Rights:** “The human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on ground of sex are priority objectives of the international community.”[[20]](#footnote-21)

“As defined in Article 1, “discrimination against women” shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.”[[21]](#footnote-22)

**Women’s Empowerment:** “Women’s empowerment has five components: Women’s sence of self-worth, their right to have and to determine choices, their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.”[[22]](#footnote-23)

“The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to control her own destiny. This implies that to be empowered women must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), they must also have the agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions. And to exercise agency, women must live without the fear of coercion and violence.”[[23]](#footnote-24))

A “bottom-up” process of transforming gender power relations, through individuals or groups developing awareness of women’s subordination and building capacity to challenge it.[[24]](#footnote-25)

**Gender Parity:** “…equal numbers of men and women at all levels of the organization. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness.”[[25]](#footnote-26)

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

**Gender-based Violence:** “Gender-based violence is a form of discrimination that seriously inhibits women’s ability to enjoy rights and freedoms on a basis of equality with men…Gender –based violence, which impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights convensions, is discrimination within the meaning of Article 1 of (CEDAW).”[[26]](#footnote-27)

“…any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”[[27]](#footnote-28)

“…any harmful act that is perpetrated against a person’s will and that is based on socially associated differences between males and females. As such violence is based on socially ascribed differences. (G)ender-based violence includes, but is not limited to sexual violence. Whilde women and girls of all ages make up the majority of the victims, men and boys are also both direct and indirect victims. It is clear that the effects of such violence are both physical and psychological, and have long term detrimental consequences for both the survivors and their communities.”[[28]](#footnote-29)

**Affirmative Action:** is a practical policy to increase the diversity of an organization through human resources initiatives such as quotas for hiring women, people of color, and people with disabilities.[[29]](#footnote-30)

**Beijing Declaration/Platform for Action 1995:** represents an international agenda for achieving women’s rights and empowerment. The Beijing Declaration was a statement of commitment by the 189 participant governments that the status of women had to be improved by removing obstacles to education, health and social services. They recognized that efforts to improve women’s participation in decision-making roles and the further participation of women in economic, social, cultural and political spheres must coincide with action to deal with problems of violence against women, reproductive control, and poverty. The Platform for Action laid out specific directives for governments, international organizations, national organizations and institutions to achieve the commitments of the Beijing Declaration. [[30]](#footnote-31)

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

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

Under CEDAW, state parties assume different obligations with respect to the elimination of discrimination in a number of fields. A number of provisions in CEDAW require immediate steps to be taken to guarantee equality, while other provisions are of a more programmatic nature, under which state parties must take “all appropriate measures” or “all necessary measures” to eliminate particular forms of discrimination.[[31]](#footnote-32)

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

**Decent work:** Productive work that generates adequate income and ensures adequate social and legal protection. The primary goal of the ILO is to promote the opportunity for women and men to obtain decent and productive work [in both the formal and I nformal sector], in conditions of freedom, equity, security and human dignity.[[32]](#footnote-33)

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

***Indirect discrimination:*** occurs when an apparently neutral provision, criterion or practice would disadvantage people on ground such as sex unless the practice is objectively justified by a legitimate aim and the means of achieving that aim are appropriate and necessary. [[33]](#footnote-34)

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

**Gender and Sex:** Usually, sex is understood to refer to the biological difference between male and female bodies. Gender , on the other hand, refers to the sociologically-and culturally based distinction between men and women. One’s gender is therefore most often comprised of those roles and attribues thaty re not purely “natural” or biologically determined, but are rather dictated by norms and traditions. Because gender is not biologically given, the attributes of both male and female gender can (and do) change over time and across cultures.

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

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

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

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

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

**Gender-blindness:** means ignoring the different socially determined roles, responsibilities and capabilities of men and women. Gender-blind policies are based on information derived from men’s activities and/or assume those affected by the policy have (usually) the same (male) needs and interests.[[34]](#footnote-35)

**Gender budgeting:** A variety of processes and tools that attempt to assess the impact of government budgets, mainly at the national level, on different groups of men and women, through recognizing the ways in which gender relations underpin society and the economy. Gender or women’s budget initiatives are not separate budgets for women.[[35]](#footnote-36) They include analysis of budget , and policy impact based on gender and are also commonly referred to as Gender-Responsive Budgeting or Gender-Sensitive Budgeting.

Ratification of CEDAW has broad implications on the obligations of states to ensure compliance of government activity with human rights standard on gender equality including budgeting. Governments are expected to formulate policies and implement programmes that effectively contribute to the achievement of social and economic development goals in their countries. These goals and the tools used to achieve them must be consistent with government’s commitments to achieve equality for women. An explicit process relates to four main dimensions of the budgets: revenue, expenditure, macroeconomics of the budgets, and budget decision-making. [[36]](#footnote-37)

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

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

**Gender Equity:** is the process of being fair to women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent men and women from otherwise operating on the level playing field. Equity leads to equality. [[37]](#footnote-38)

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

**Gender-neutral:** Gender-neutral policies are not specifically aimed at either men or women and are assumed to affect both sexes equally. However, they may actually be gender-blind.[[38]](#footnote-39)

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

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

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

**Gender Stereotypes:** arise from (often outdated) presumptions about the roles, abilities and attributes of women and men. While in some specific situations, such stereotypes can be found to have a basis in reality, stereotypes then become problematic when they are assumed to apply to all men or all women. This can lead to both material and psychological barriers that prevent men and women from making choices and fully enjoying their rights.

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

**Reproductive Health:** is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its functions and processes. Reproductive health therefore implies that people are able to have a satisfactory and save sex life and that yet they have the capability to reproduce and freedom to decide if, and when and how often to do so.[[39]](#footnote-40)

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

**Sexual Harassment:** is unwanted sexual attention that intrudes on a person’s integrity. This includes requests for sexual fabours, unwelcome or demeaning remarks, or touching. It is a form of discrimination and is about an abuse of power. [[40]](#footnote-41)

**Socialization:** means that people are taught to accept and perform the roles and functions that society hs given them. Men and women are socialized into accepting different gender roles from birth. Establishing different roles and expectations for men and women is a key feature of socialization in must societies. [[41]](#footnote-42)

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

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

* Physical, sexual, and psychological violence occurring in the family, including battering, sexual abuse of female children in the household, dowry-related violence, marital rape, female genital mutilation and other traditional practices harmful to women, non-spousal violence , and violence related to exploration;
* Physical, sexual, and psychological violence occurring within the general community, including rape, sexual abuse, sexual harassment and intimidation (at work, in educational institutions, and elsewhere), trafficking in women, and forced prostitution;
* Physical, sexual, and psychological violence perpetrated or condoned by the State, whether it occurs. [[42]](#footnote-43)

**XII. List of Annexes**

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| --- | --- |
| Annex I | [UNDP Gender Equality Strategy 2018-2021](https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-equality-strategy-2018-2021.html) |
| Annex II | UNDP Armenia Programme Standard Operational Procedures |
| Annex III | UNDP Armenia Gender Team TOR |
| Annex IV | UNDP Armenia Action Plan of Gender Equality Strategies |
| Annex V | Gender Team TOR and Membership List |
| Annex VI | Gender Focal Points TOR and Membership List |
| Annex VII | CO M&E Framework with gender components mentioned |
| Annex VIII | [CPD, CPAP 2016-2020](https://undp-my.sharepoint.com/personal/registry_am_undp_org/_layouts/15/WopiFrame.aspx?sourcedoc=%7bC242FE77-8DCB-48FE-A3BE-F14B1A85AB3E%7d&file=CPAP_2016-2020%20Eng%20FINAL.docx&action=default) and UNDAF 2-16-2020 |
| Annex IX | CO Learning Budget 2016 |
| Annex X | [How to conduct gender analysis](https://undp-my.sharepoint.com/personal/registry_am_undp_org/Documents/UNDP-ARMENIA-ELECTRONIC-ARCHIVE/GENDER%20SEAL/METHODOLOGY%20DOCs/Gender%20Analysis%20Guidance%20Note_%20How%20to%20Conduct%20a%20Gender%20Analysis.pdf) |
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| Annex XIII | CO Gender mainstreamed communications policy |
| Annex XIV | CO Communications Strategy |
| Annex XV | Gender sensitive language Guidelines |
| Annex XVI | UNDP Armenia Signature Solutions Mapping (Gender included) |
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