



GPPAC Gender Policy

Ensuring Gender Transformative
Action in the Work of GPPAC

May 2019



A Network of People
Building Peace

** This version of the Gender Policy was approved by the GPPAC International Steering Group in May 2019*

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1. Introduction and message from the Gender Liaison to the International Steering Group

By Sharon Bhagwan Rolls - May 2019

Redesigning the Table for Transformative Conflict Prevention

The quest for gender equality in peace and security has been affirmed in many processes including the formation of our global network of people building peace. It has been supported by a series of processes pre-dating the adoption of the ground-breaking UN Security Council Resolution 1325 (Women, Peace and Security) on October 31, 2000.

*"The role played by women in conflict resolution and peacebuilding is fundamental. In the search for positive peace, women's organisations are essential to the hard processes of confidence building in conflict communities. There can be no sustainable peace and no democracy without human development, good governance as well as gender equality."*¹

Tina Gogueliani, Participant of the 2005 Global Conference

The Beijing Platform for Action adopted in September 1995 at the 4th UN World Conference on Women (Beijing Conference) drew on recommendations from successive women's conferences and reaffirmed that:

*"In a world of continuing instability and violence, the implementation of cooperative approaches to peace and security is urgently needed. The equal access and full participation of women in power structures and their full involvement in all efforts for the prevention and resolution of conflicts are essential for the maintenance and promotion of peace and security. Although women have begun to play an important role in conflict resolution, peace-keeping and defence and foreign affairs mechanisms, they are still underrepresented in decision-making positions. If women are to play an equal part in securing and maintaining peace, they must be empowered politically and economically and represented adequately at all levels of decision-making".*²

And so in 2010, when the GPPAC International Steering Group Meeting in Beirut adopted the first gender policy, we were building on our own foundation, reaffirming the legacy of women's peace activism across our regions – young women at the forefront of the demilitarization and

¹ Conference report: "From Reaction to prevention" Civil Society Forging Partnerships to Prevent Violent Conflict and Build Peace, 2015, p. 19.

² UN Women, "Beijing Declaration and Platform for Action".

http://beijing20.unwomen.org/~media/headquarters/attachments/sections/csw/pfa_e_final_web.pdf

anti-nuclear movements, women who had staged peace vigils and peace education programmes, women who had negotiated cease fires.

Women, who remain drastically under-represented and invisible in formal peacebuilding processes.

It remains our fundamental commitment as a diverse peacebuilding network that this was no longer going to be “business as usual.” Gender equality was not simply about adding women to a programme activity. We were going to make women count in all that we do.

A decade on, we have made substantial headway, bringing visibility and attention to gender inclusive conflict prevention approaches through successive events and initiatives. But we need to go further. This is an evolutionary process.

As we plan for a new decade in our work as GPPAC, we must ensure that men and women are equally represented, heard and equally influential. Moreover, it is vital that we address notions of masculinity and tradition that perpetuate the harmful gender norms and pose barriers to achieving our collective goal. Therefore, our Gender Policy aims to get to the root causes of the persistence of unequal power relations and to provide transformative solutions.

The GPPAC Gender Policy is taking a Gender Transformative Approach (GTA) to influence the change of attitudes, behaviours and norms that are at the very core of unequal power relations and gender inequality.

It is informed by local experience and expertise through the leadership and commitment of our Gender Focal Points network. However, the task of the implementation of the gender policy does not simply rest with the Gender Focal Points.

It will require every single region of GPPAC to take ownership and boldly address the persistent gender imbalances within communities, to redefine power and demonstrate that gender inclusive conflict prevention, which addresses both masculine and feminine insecurities, contributes to the achievement of gender equality and sustainable peace.

This will enable us to enhance our analysis of the root causes of violence and conflict and to shift from reaction to prevention.

It will enable us to build strategically on the progress we have made to date and work with our allies and partners in **redesigning the table, to be truly inclusive.**

2. Background and context

In recent years, the international community has begun shifting its focus by recognising the importance of holistic approaches to peace through the primacy of prevention and inclusive processes. This has manifested itself in commitments to gender equality in new international policy frameworks such as the Sustainable Development Agenda (2015) and in the adoption of the Sustaining Peace resolutions (2016). Emerging trends appeared around the Commission on the Status of Women (CSW) to further include vital actors and partners working in the peace and security sphere in discussions and strategic events on the mutually reinforcing agendas working towards women's empowerment in society.

Women, Peace and Security

Fifteen years since the adoption of the United Nations Security Council resolution 1325, the Global Study pointed out that women have an irreplaceable role in building sustainable peace and they should not be perceived only as victims of violence or observers, but as key agents of change.³ Increasing and improving efforts to foster women's inclusion and to ensure better integration across the Women, Peace and Security (WPS), peacebuilding, and conflict prevention sectors, including during humanitarian crises, will increase all stakeholders' abilities to develop more coherent policies and practices to better sustain peace.

Prevention and reconciliation mechanisms at all levels should address the specific harms women face and create ways for women to resolve them, giving an additional incentive for women to become actively involved throughout the process. Furthermore, these actions cannot be implemented in isolation to the development agenda, including national budgeting, democratisation and security sector governance processes, in order to be effective.⁴

Women and girls in all of their diversity are disproportionately affected by violent conflict, whether it is as a result of direct targeting, such as in cases of sexual and gender-based violence, or in bearing the worst of the subsequent economic and social costs. The Global Study stresses that prevention of such conflict is at the centre of the Women, Peace and Security (WPS) agenda, stating: *"The women, peace and security agenda is about ending conflict, not making it safer for women."*⁵ Women, in addition to being greatly impacted by violent conflict, also play a pivotal role in the implementation of conflict prevention measures. In fact, as they are able to identify otherwise overlooked conflict drivers, women's inclusion leads to the formulation of more effective prevention mechanisms.⁶

³ The Global Study recommends to "desist from any use of observer status as a substitute for real and effective participation" in peace processes. [UN Women, "Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of United Nations Security Council resolution 1325"](#). p. 58.

⁴ [Fostering Inclusion Builds Resilient Societies](#). Policy memo, GPPAC, FES ICRtoP, March 2019.

⁵ The Global Study, p. 191.

⁶ *Ibid.* p. 198.

Sustainable development

The integral and essential role of women's inclusion for sustainable development has received increasing international recognition. The 2030 Sustainable Development Agenda includes 17 Goals (SDGs) covering issues from health and education, to climate action and peace. It also includes a goal (SDG 5) on gender equality and women's empowerment. The Commission on the Status of Women (CSW) has also recognised:

"that realizing gender equality and the empowerment of all women and girls is crucial to making progress across all Sustainable Development Goals and targets ... that the achievement of full human potential and of sustainable development is not possible if women and girls continue to be denied the full realization of their human rights and equal opportunities".⁷

Ensuring gender equality and female empowerment is crucial for the achievement of all Sustainable Development Goals. The intertwined dynamics of gender equality, female empowerment, peace-building and conflict prevention are showcased by the close relations across elements of goal 5 and goal 16 on peaceful, just and inclusive societies.⁸

CSOs, and women's organisations, in particular, are important actors in the process of accelerating, monitoring and ensuring the full and successful implementation of the 2030 Agenda by governments and authorities at different levels. For this purpose, GPPAC aims to integrate the 2030 Agenda in its ongoing peacebuilding and conflict prevention work, ensuring a comprehensive gender transformative and multi-stakeholder approach which drives the SDG implementation locally and translates these experiences into advocacy.⁹

GPPAC's commitments to gender equality

GPPAC has recognised the importance of including a gender perspective in conflict prevention work in its Global Action Agenda¹⁰. Since 2009, the GPPAC network has taken multiple steps towards mainstreaming a gender perspective into its work, including: the appointment of the ISG Gender Liaison, to: provide strategic leadership, monitor the inclusion of gender aspects in the GPPAC agenda, advise and inform the development of gender mainstreaming and potential UNSCR 1325 actions at the global level; the identification of Gender Focal Points in GPPAC regions; a detailed mapping of expertise, organisations and activities/programmes on gender throughout the network; and establishing new or strengthened links with other global

⁷ UN WOMEN, 2016 "Driving the Gender-Responsive Implementation of the 2030 Agenda for Sustainable Development" <http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2016/driving-gender-responsive-implementation-2030agenda.pdf?la=en&vs=5353>

⁸ *A Peacebuilding Lens on the Sustainable Development Goals*, GPPAC 2016

For example, "peaceful societies" relates to element target 5.2 "Violence against Women and Girls" and "Just societies" relates strongly to element target 5.1 "Policies and Legislation for Gender equality". Therefore, the term 'SDG16+' is increasingly used to describe the interconnected goals relating to peace, just and inclusive societies commitments.

⁹ GPPAC *Sustainable Development Goals*

¹⁰ *Global Action Agenda, GPPAC 2005*

networks and organisations that work specifically on gender issues and women's human rights. This combined coordination of the work related to gender – by the ISG Gender Liaison from the network supported by a Coordinator at the Global Secretariat – enables GPPAC to take a transformative approach towards mainstreaming gender in the network.

Achievements to date:

These incremental steps aimed to establish initial structures in the network to support the integration of a gender perspective. They also served to gather input from GPPAC regions on needs and capacities which would inform the development of a gender policy at the global level. In 2010, GPPAC's Gender Policy was written as a result of first consultations and sought to provide a policy and implementation basis, from where regional approaches to integrate a gender perspective could be developed. From the outset, there was an acknowledgement from the wider gender equality and feminist networks that, as a broad-based peacebuilding network, GPPAC was serious about the commitment to progress gender equality, within the network and as a strong voice for conflict prevention.¹¹

Since its adoption in 2010, the operationalisation of the gender policy included:

Internally:

- Appointment of Gender Liaison to the International Steering Group in 2009;
- Creation and position of a full-time Gender Coordinator from 2010;
- Appointment of Gender Focal Points in GPPAC regions, and later in global working groups, who contribute thematic experience on gender and cooperate towards gender equality in GPPAC;
- A mapping exercise, that started to provide a detailed overview of expertise, organisations and activities/programmes on gender throughout the network, also including an assessment of specific regional needs, which will form an important basis for developing further strategies on mainstreaming gender;
- A virtual gender community established on the Peace Portal as a space for Gender Focal Points to communicate, exchange experiences, cooperate on joint activities and documents, and engage with other communities via the Portal, online until the end of 2018;
- Regularised reporting to the ISG;
- Gender Strategy in GPPAC's 2016–2020 Strategic Plan;
- Amendments to the GPPAC Charter in 2018 to strengthen the role of Gender Focal Points in GPPAC regions.

¹¹ What strategies have been used by the Global Partnership for the Prevention of Armed Conflict (GPPAC) to encourage the integration of gender perspectives into its work? What have been the roles of women's organisations and activists in this process? This case study, written especially for the BRIDGE Cutting Edge programme on gender and social movements, sets out the ways that women's organisations and activists within the GPPAC network, including in the Pacific Island region, have been instrumental in bringing about a gender mainstreaming strategy within GPPAC; demonstrating not only models for inclusion but also leadership in peacebuilding, <http://www.eldis.org/document/A66011>

Externally:

- Identifying the annual UNSC Women, Peace and Security (UNSCR 1325) Open Debate Week as the “rallying point” for the Gender Focal Points network;
- Strategic networking and alliance building, working in coalitions: EPLO working group GPS, GNWP, IFOR/WPP, Post 2015 Coalition, 16 days campaign/CWGL;
- Strategic engagement with UN Women in particular with specific input into the Global Study in 2015;
- Conducting an Action Research on the implementation of UNSCR 1325 together with CORDAID and Women Peacemakers Program in 2015;¹²
- GPPAC’s contribution to the Global Study as part of a civil society advisory group demonstrated our ability to use local knowledge from the network to influence UNSCR 1325 (especially on media & communication, prevention through peace education, dialogue & mediation, and work with regional, sub-regional and intergovernmental organisations);
- A key milestone in 2018 has been the acceptance of our membership to the NGO Working Group on Women, Peace and Security and an invitation to join the Board of Women, Peace and Humanitarian Fund (WPHF) as one of four civil society board members in 2019;
- Initial links have been established with other networks and organisations that work specifically on gender. In cooperating with these networks, GPPAC hopes to link its existing capacities on gender to partners who have a gender focus in their work, as well as to inform its own policies with input and perspectives that lead to a comprehensive approach towards gender mainstreaming. Now, GPPAC hopes to include the male perspective through dialogues with organisations working on social relations and human rights.

Lessons learnt:

We have learnt that GPPAC’s commitments to gender equality have to be integrated in the work of our network. However, to successfully contribute to gender equality, internally in our network and externally in our engagements with other stakeholders, gender must also exist as stand-alone programming and in doing so, GPPAC must maintain a holistic approach to the implementation of the WPS agenda.

The impact of gender programming in GPPAC regions depends on the appointment and involvement of regional gender experts, namely Gender Focal Points, in the planning and implementation of regional activities as well as in stand-alone activities at national, regional and global levels. In order to be effective, strategies for achieving gender equality, implementation of the WPS agenda and tackling harmful gender norms must be tailored to local needs / regional needs and require locally / regionally specific solutions. For these

¹² WPP, GPPAC & Cordaid: [Candid Voices from the Field: Obstacles to a Transformative Women, Peace and Security Agenda and to Women’s Meaningful Participation in Building Peace and Security](#), 2015

reasons, implementation of the gender policy and programme has to be properly resourced in both the allocation of funding and staff time.

For the future success of our network's activities on gender, GPPAC's gender experts have identified a vast need to expand our work on two interconnected areas: 1. **challenging harmful gender norms** in conflict-affected societies and 2. **working with men and boys** both as allies for gender equality and on issues around conflict and masculinities. In connection to this, a growing understanding has been noticed among GPPAC members that the inclusion of male perspectives on gender, needs to be an essential part of the programming.

GPPAC's work on conflict prevention from a gender equality perspective has come a long way. Yet, the work is certainly not over. To make further headway, it is essential to involve men and boys in the programme from a gender equality perspective. Unless men are sensitized to problems arising out of stereotyping gender identities and roles, it is impossible to show that such constructions lead to a diminished capacity for peacebuilding among all genders. In most societies, men are traditionally encouraged to become tough, remorseless and belligerent. Even if they wish to, cultural pressure often dissuades them from being sensitive and pro-peace. That puts enormous pressure on both men and women, leading to the victimisation of both genders. For any holistic programme on peacebuilding, gender inclusivity needs to be made a priority.

3. Goals and key concepts

The goal of this policy is to ensure that GPPAC’s conflict prevention work results in gender transformative action in all of our network structures and programming, as well as externally in its relations with other stakeholders.

Harmful practices constitute a form of violence against women and children and are deeply grounded in discrimination on the basis of sex, gender, age and other grounds. The Committee on the Elimination of Discrimination Against Women and the Committee on the Rights of the Child have consistently underlined that harmful practices are deeply rooted in societal attitudes that regard women and girls as inferior to men and boys. Both Committees have also expressed concerns about the use of these practices “to justify gender-based violence as a form of “protection” or control of women and children [...]” The Committees have underscored “that, sex- and gender-based discrimination intersect with other factors that affect women and girls, in particular, those who belong to, or are perceived as belonging to, disadvantaged groups, and who are therefore at a higher risk of becoming victims of harmful practices”.¹³

GPPAC recognises that these discriminatory practices are exacerbated during crises and conflicts. By addressing the root causes of gender inequalities and gender-based discrimination, GPPAC will work with women's rights organisations to enhance prevention and protection efforts.

Gender mainstreaming

Mainstreaming gender in a network takes a very different approach from doing so in a conventional programme setting. For GPPAC, as a member-led network, specific actions and indicators can only be established through a collaborative process with members, in part via capacity building and awareness-raising on gender equality, and in part by developing practical systems to capture and share the experience of what members are already doing in this field. Resources are needed for the coordination of this work including both content and organisational aspects, to monitor and influence the development of policies and their implementation at all levels, contribute to the improvement of practice and continuously build capacities of our network to achieve consistency, as well as for sharing experiences and implementing joint actions.

The UN defines mainstreaming a gender perspective as: “*the process of assessing the implications 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*

¹³ Based on: <https://www.unfpa.org/resources/issue-5-harmful-practices>,
<https://www.unicef.org/protection/harmful-practices>,
https://www.ohchr.org/Documents/Issues/Women/WRGS/SexualHealth/INFO_Harm_Pract_WEB.pdf

*women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.*¹⁴

The above definition highlights how different gender identities are constructed by society, that they are not static, but varying according to societal perceptions, and can motivate members of a society to take certain actions. They permeate the relationships and the perceptions between women and men, in times of peace as well as in times of conflict. Gender relations and roles often determine access to positions of power, and power is usually distributed unequally, often depending on the gender of those involved. People's needs, vulnerabilities and priorities, as well as their experiences of conflict, differ according to gender.

Harmful gender practices

As a result of the prevailing gender norms, women often have little access to power. They are affected by conflict in different ways from men.¹⁵ A gender-sensitive perception of conflict does not see women only as victims but also recognises women as actors; as perpetrators and as peacebuilders. The numerous roles that women in all of their diversity take up as agents of change are not reflected in their representation in peace negotiations, access to higher-level positions or in the narratives of a conflict.¹⁶ This being said, men are often also affected by their constructed masculinities. In some societies, especially in times of war and conflict, they cannot be seen as tolerant because it is equated with being pliant. This affects their capacity to be peacebuilders. Therefore, men, as well as women, can be affected by gender-based violence during conflict.¹⁷ In addition, violent conflict can transform gender roles and relations, as both women and men often take up new roles in a conflict situation. In this sense, conflict can also be seen as an opportunity to promote gender equality. However, this can sometimes lead to a backlash against women in more conservative societies, especially if the men suffer any form of humiliation.

¹⁴ <http://www.unwomen.org/-/media/headquarters/attachments/sections/executive%20board/2018/annual%20session%202018/unswap%20frameworktechnicalnotes.pdf?la=en&vs=2745>

¹⁵ This is acknowledged in UN Security Council Resolution 1325, http://www.un.org/ga/search/view_doc.asp?symbol=S/RES/1325 (2000). See also "Global Burden of Armed Violence", Geneva Declaration Secretariat, 2008, pp 109ff., <http://www.genevadeclaration.org/fileadmin/docs/Global-Burden-of-Armed-Violence-full-report.pdf>; "Women and War", ICRC, 2008, <http://www.icrc.org/eng/resources/documents/publication/p0944.htm>; "From Resolution to Reality", CARE, 2010, <http://www.care.org/newsroom/specialreports/UNSCR-1325/CARE-1325-Report-Women-Peace-Participation.pdf>; UNIFEM, http://www.unifem.org/gender_issues/women_war_peace/; IANSA, <http://www.iansa.org/women/gender-conflict-peacebuilding.htm>.

¹⁶ See UNIFEM, http://www.unifem.org/gender_issues/women_war_peace/facts_figures.php; "What the Women Say. Participation and UNSCR 1325", by ICAN and the MIT Center for International Studies, 2010, http://web.mit.edu/cis/pdf/WomenReport_10_2010.pdf; "Global Burden of Armed Violence", Geneva Declaration Secretariat, 2008, pp 109ff, <http://www.genevadeclaration.org/fileadmin/docs/Global-Burden-of-Armed-Violence-full-report.pdf>; "Women, Peace and Security Handbook", PeaceWomen, 2010, http://www.peacewomen.org/assets/file/peacewomen_schandbook_2010.pdf.

¹⁷ See FN 4, 5.

To develop a truly inclusive approach, harmful gender practices (and underlying patriarchal power structures and norms) have to be challenged as they bring about: (male) gendered hierarchies across organisations of all levels; limited women's roles in conflict prevention and resolution processes; and many destructive acts of gender-based violence and sexual abuse for women and girls. The harm inflicted by patriarchal norms is not limited to women, as men and boys are pushed to dominate women and men, and to engage in violent actions in times of conflict.¹⁸ In addition to being effective in preventing violent conflict, an inclusive, gender-sensitive approach is key to making peace processes effective and to building sustainable peace. As research shows, when women are able to meaningfully participate in peace processes there is a higher chance that an agreement will be reached.¹⁹ Moreover, when women are included, peace agreements are 20% more likely to last at least two years, with a 35% increase in the probability of an agreement lasting 15 years.²⁰

Therefore, it is critical to include a gender perspective in the development of comprehensive conflict prevention and peacebuilding approaches from the conflict analysis stage, through to the PM&E cycle. Integrating a gender perspective allows for a more inclusive approach which takes gender into account as an influential element in the interactions between people within a society, an approach which will ultimately be more effective in preventing violent conflict.

¹⁸ Cordaid, GPPAC, WPP, 2015. "Candid Voices from the Field: Obstacles to a Transformative Women, Peace and Security Agenda and to Women's Meaningful Participation in Building Peace and Security"

¹⁹ Ibid. p. 41

²⁰ Ibid. p. 41-42

4. GPPAC's strategic niche and approach

As a global network of civil society organisations working on conflict prevention, GPPAC's strengths lie in its ability to connect civil society actors between countries and across regions and to foster understanding between them; to amplify local civil society voices at the global level; and to enhance conflict prevention approaches by bringing together experiences and approaches from different regions. By taking up the substantial experiences of women working on the prevention of conflict, GPPAC and its member organisations can inform their work from a gender perspective and learn from a wealth of available knowledge to enhance conflict prevention.

GPPAC can be an enabling mechanism for cross-regional exchanges of experiences and the development of tools. Furthermore, through its global connections, the network can bring local women's experiences as well as male perspectives on gendered aspects of conflict and masculinities to the global level. GPPAC's strategic niche is the network's ability to bring women's participation in conflict prevention further up on the global agenda.

To date, GPPAC's efforts have been to substantively include women's voices and views in its gender policy. Now, the consensus is to include male voices as well. However, GPPAC is aware that first men need to be initiated and sensitized to the modalities of existing vulnerabilities and discriminations. In doing so, GPPAC also hopes to enhance qualitatively women's participation in peacemaking at all levels: at the grassroots level by engaging with male community leaders and further up the chain by engaging with men in decision-making places, as allies for achieving gender equality and countering harmful gender norms.

4.1. Approach

GPPAC's commitment to gender equality is reiterated in our network's governance²¹ and programme²² documents. GPPAC recognises that understanding gender relations is a critical component of conflict prevention and peacebuilding work and that the impact of our work on gender equality and on the integration of a gender perspective depends on the empowerment of women and men across GPPAC structures.

In 2010, GPPAC adopted its first Gender policy striving to increase the impact of GPPAC and its members by facilitating the integration of a gender perspective into activities and programmes organised at global, regional and local levels. The goal of the policy was to set the basis for the increased significance of GPPAC's work from a gender perspective and for GPPAC's efforts to promote gender equality globally in its relations with other stakeholders.

Integrating commitments to gender equality across the peace and security agenda remains a challenge within UN member states, and GPPAC's gender policy goes beyond simply calling for

²¹ GPPAC "recognise that gender equality is a cornerstone for sustainable peace and justice [...] GPPAC Charter, March 2017.

²² GPPAC Strategic plan 2016–2020.

the adoption of National Action Plans which tend to generally focus on gender mainstreaming and the promotion of gender equality within national borders. In fact, our policy aims to get to the root causes of the persistence of unequal power relations and harmful gender norms, including by working with men and boys.

Gender Transformative Approach

In doing so, there is a need to take a Gender Transformative Approach (GTA) to influence the change of attitudes, behaviours and norms that are at the very core of unequal power relations and gender inequality. The core of a GTA is, therefore, changing these restrictive norms and the often unequal power relations that maintain them.²³

For GPPAC, a Gender Transformative Approach will *examine, question, and change harmful gender norms and imbalances of power* as a means to contribute to gender equality in conflict prevention, as well as gender equality at all levels of the society.

A Gender transformative approach in conflict prevention: encourages critical awareness of gender roles, norms and power relations and their consequences in situations of violent conflict and war; questions and addresses harmful, inequitable gender norms and power relations and makes explicit the advantages of changing them; empowers women/girls and people of diverse sexual identities; engages with boys and men on masculinities and gender equality.²⁴

²³ Gender transformative approaches, Knowledge file, Rutgers, 2018

https://www.rutgers.international/sites/rutgersorg/files/PDF/knowledgefiles/20181218_paper_Gender%20transformative%20approaches.pdf

²⁴ Adopting a gender transformative approach in sexual and reproductive health and rights, and gender based violence programmes, p 8, Rutgers, 2018,

https://www.rutgers.international/sites/rutgersorg/files/PDF/web_Rutgers%20GTA%20manual-module1-16.9.18.pdf

5. Implementation and Indicators of Success

GPPAC will continue to mainstream gender in the network by following a **two-line strategy**:

- 1. Integrating a gender perspective into GPPAC's work, at national, regional, global and programme level (internal strategy line)**
- 2. Strengthening GPPAC's advocacy and outreach work on priority topics related to gender equality which are identified by the network (external strategy line)**

5.1. Policy commitments

GPPAC makes the following policy commitments along the two strategic lines:

Integrating a gender perspective at regional and global level

- 1.1 Developing regional approaches to ensure that key policies, programmes and practices at the regional level are informed by a gender perspective/reflect a gender transformative approach.
- 1.2 Ensuring that key policies, programmes and practices at the global level are informed by a gender perspective/reflect a gender-transformative approach.
- 1.3 Addressing challenges to gender mainstreaming at regional and global levels.
- 1.4 Ensuring a gender balance in the structures of GPPAC – including governance and operational bodies –, with a special focus on positions of responsibility/with decision-making power.²⁵
- 1.5 To Include in GPPAC's Strategic Plan key commitments and approaches on gender and set a planning basis for the implementation of this policy.²⁶

Mechanisms to support and evaluate gender mainstreaming

Supportive mechanisms

- 1.6 Developing appropriate tools to support mainstreaming at regional and global levels, including indicators for measuring a gender transformative approach, resource collections and guidelines (on e.g. project planning, organisation of an activity).

Evaluation/assessment mechanisms

- 1.7 Integrating gender into GPPAC's PM&E tools to enable monitoring, evaluating and learning progress towards the integration of a gender perspective in GPPAC's work; adapting and creating tools as needed.
- 1.8 Collection of disaggregated data at the very least according to age and gender.

²⁵ The implementation of this commitment is further detailed in the "Operational Guidelines to ensure a gender balance in GPPAC network structures" in Annex 7.

²⁶ See GPPAC Strategic Plan 2016–2020.

Ensuring capacity building

- 1.9 Ensuring that gaps in capacities at regional and global levels are identified and addressed.
- 1.10 Ensuring that opportunities for awareness-raising and learning on gender within the network are created by building on GPPAC's added value as a network, through trainings and exchange across regions and global working groups, as well as within regions and between regional and global levels.
- 1.11 Ensuring that all genders have the opportunity to build their capacity on gender equality, including training men to become champions of gender equality.

Ensuring adequate financing

- 1.12 A minimum target of the global budget to contribute to the integration of a gender perspective/implementation of the gender transformative approach and consequently contributing to the implementation of this policy,
- 1.13 All regions will earmark funding for the implementation of this policy as well as general gender work, including fundraising through partnerships.

Advocacy and outreach work

Engaging and cooperating with other stakeholders including governments, the UN and civil society to:

- 2.1 Bring diverse women's perspectives and experiences from the local and regional to the global level.
- 2.2 Advocate for advancing women's participation in conflict prevention as an item on the global agenda (from the angle of conflict prevention as well as gender equality).
- 2.3 Include in all programmes the concept of male vulnerabilities resulting from stereotyping gender roles in peace making and peacebuilding.
- 2.4 Ensure that a gender perspective is included in GPPAC's overall advocacy and outreach as well as adequate representation of women and men.
- 2.5 Develop strategies in partnership with women's human rights movement, expert CSOs, and policy making and implementing bodies.
- 2.6 Develop, implement and monitor policies to engage men in gender equality, countering harmful gender norms and eradicating sexual and gender based violence especially in situations of war and conflict.
- 2.7 Pay special attention to the needs of directly conflict-affected populations, especially women and girls, taking into account harmful gender roles/norms.
- 2.8 Promote roles of men and boys in the struggle for gender equality, and the implementation of the gender transformative approach, while also highlighting their gender-specific experiences of both conflict and prevention.

5.2. Proposed list of indicators

1. Indicators for monitoring the implementation of this policy (internal monitoring line)

a) On the global level

- Percentage of the budget allocated to directly support implementation of this policy.
- Number of women, men that are participants of activities, also, if possible, disaggregated by age.
- Number of women, men that are beneficiaries of activities also, if possible, disaggregated by age.
- Thematic Gender Focal Points contribute to the work of the Global Working Groups.
- Gender equality / transformative approach incorporated in the global advocacy strategy of GPPAC.
- WPS agenda incorporated in the global advocacy strategy of GPPAC.
- GPPAC members and Global Secretariat staff contribute to the implementation of the Women, Peace and Security Agenda on a global level.
- etc.

b) On the regional level

Qualitative:

- Measures to address unequal power relations between men and women are included in the regional activities.
- Measures to address harmful gender norms are included in regional activities and outputs;
- Regional / country conflict analysis includes gender perspective.
- Gender Focal Points are regularly included in the PM&E cycle.
- Specific regional outcomes related to:
 - participation of women in conflict prevention,
 - prevention of SGBV,
 - implementation and/or localisation of UNSCR 1325 and subsequent WPS UNSC resolutions,
 - changes in policy and practice of target actors at local, national and regional level.
- etc.

Quantitative:

- Number of women, men that are participants of activities, also preferably disaggregated by age.
- Number of women, men that are beneficiaries of activities also preferably disaggregated by age.

- Percentage of the budget allocated to directly support implementation of this policy, etc.

2. Principles for the Global indicators to be included in GPPAC's strategic documents and programming

Global indicators should be developed based on the policy commitments along the two strategic lines listed at the beginning of section: "V Implementation and Indicators of Success". The intended purpose of these indicators will be to measure implementation of this policy across the entire GPPAC programming and not only for stand-alone programming within the gender programme. Furthermore, to mitigate the risk of isolating gender equality indicators from the broader PM&E framework of GPPAC, our network commits to integrating gender equality in the overall PM&E framework across all strategic directions of the current²⁷ and future strategic plans.

²⁷ GPPAC Strategic Plan 2016-2020. Read it here: <https://gppac.net/files/2019-01/GPPAC%20Strategic%20Plan%202016-2020%20-%20approved%20by%20ISG.pdf>

6. Structure and programming

Designated GPPAC members, structures and staff are responsible for the implementation of GPPAC's gender policy across the GPPAC network:

International Steering Group Gender Liaison - ISG appoints Gender Liaison who is a member of the ISG and a member of the Global Strategy Group (TOR in Annex 1).

Gender Programme Coordinator - Staff member at GPPAC Global Secretariat (TOR in Annex 2).

Regional Gender Focal Point/s - Appointed by the Regional Steering Group and a member/s of an RSG as per GPPAC Charter 2018. (TOR in Annex 3).

A deputy to the Regional Gender Focal Point can be appointed by the RSG, alternatively, the regions can develop a system for appointing regional GFPs according to their needs.

Thematic Gender Focal Point - Appointed by and member of GPPAC Global Working Group (TOR in Annex 4).

Independent Gender Expert - GPPAC member with expertise on gender who wishes to be a member of GPPAC's Gender Focal Points network.

National Gender Focal point - GPPAC member - gender expert working on the national level, their appointment is optional and depends on regional structures - (TOR in Annex 5).

Gender Focal Points Core Group - Consists of Gender Focal Points, thematic gender focal points and Gender Liaison who self-nominated for a renewable two-year term. The core group can co-opt a gender expert with particular expertise based on the current needs identified by its members.

GPPAC Gender Focal Points network - Consists of ISG Gender Liaison, Gender Focal Points at national, regional and working group level as well as independent gender experts and is coordinated by GPPAC's Gender Coordinator with the guidance of the Gender Liaison.

(Gender representation in GPPAC organisational chart will be developed and included in the final version of this policy.)

7. Glossary

7.1. Definitions

Disaggregated data is demographically informed data that, for example, can showcase the numbers of women and men, ages, and roles and positions of men and women in a particular setting. A combination of quantitative and qualitative data can assist in respectively: seeing the allocation of responsibilities, benefits, resources and decision-making power, and in: identifying attitudes, priorities and willingness to participate, so that a well-rounded analysis can be achieved. After analysis, it can reveal how the web of social relationships within a community creates benefits and inequalities.

Gender refers to socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Where biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures.²⁸

Gender equality refers to 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 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, recognising the diversity of different groups of women and men. Gender equality is not a women's issue but one that 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 an indicator of sustainable people-centred development.²⁹

Gender mainstreaming is the process of assessing the implications for women and men of any planned action, policy or programme, in all areas and at all levels before any decisions are made and throughout the whole process. 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 so that both women and men benefit and inequality is not perpetuated. Gender mainstreaming is not a goal in itself but an approach for promoting gender equality.

Gender norms are ideas about how men and women should be and act. We internalise and learn these "rules" early in life. This sets-up a life-cycle of gender socialisation and stereotyping. Put another way, gender norms are the standards and expectations to which

²⁸ UN-INSTRAW, GPS Glossary, <http://www.un-instraw.org/peace-and-security/knowledge-management/gps-glossary.html>.

²⁹ UN Women, [OSAGI Gender Mainstreaming - Concepts and definitions](#)

gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time.³⁰

Gender perspective – the term ‘gender perspective’ is a way of seeing or analysing which looks at the impact of gender on people's opportunities, social roles and interactions. This way of seeing is what enables one to carry out gender analysis and subsequently to mainstream a gender perspective into any proposed programme, policy or organisation.³¹

Gender parity is another term for equal representation of women and men in a given area, for example, gender parity in organisational leadership or higher education. Working toward gender parity (equal representation) is a key part of achieving gender equality, and one of the twin strategies, alongside gender mainstreaming.³²

Gender standalone programming – Programmes that have a specific focus on improving gender equality. Often focused on, for example, women's empowerment.³³

Gender transformative approach in conflict prevention encourages critical awareness of gender roles, norms and power relations and their consequences in situations of violent conflict and war; questions and addresses harmful, inequitable gender norms and power relations and makes explicit the advantages of changing them; empowers women/girls and people of diverse sexual identities; engages with boys and men on masculinities and gender equality.³⁴

Global Study – To mark the fifteenth anniversary of the adoption of resolution 1325 (2000), the Security Council adopted resolution 2122 (2013) inviting the Secretary-General to conduct a fifteen-year review with regard to the implementation of resolution 1325. The review was to identify gaps and challenges, as well as emerging trends and priorities for action.³⁵

LGBTQI is a common abbreviation for lesbian, gay, bisexual, transgender, queer and intersexed community.³⁶

Masculinities – the term masculinity refers to the social meaning of manhood, which is constructed and defined socially, historically, and politically, rather than being biologically determined. There are many socially constructed definitions for being a man and these can change over time and from place to place. The term relates to perceived notions and ideals about how men should or are expected to behave in a given setting. Masculinities are not just

³⁰ UNICEF, UNFPA, UNDP, UN Women. “Gender Equality, UN Coherence and You”

³¹<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=&fullsearch=0&page=-1>

³²<https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=&fullsearch=0&page=-1>

³³ Cordaid, Gender Policy 2019

³⁴ Adopting a gender transformative approach in sexual and reproductive health and rights, and gender based violence programmes, p 8, Rutgers, 2018, https://www.rutgers.international/sites/rutgersorg/files/PDF/web_Rutgers%20GTA%20manual-module1-16.9.18.pdf

³⁵ UN Women, 2015. “A Global Study on the Implementation of United Nations Security Council resolution 1325”. [https://www.peacewomen.org/sites/default/files/UNW-GLOBAL-STUDY-1325-2015%20\(1\).pdf](https://www.peacewomen.org/sites/default/files/UNW-GLOBAL-STUDY-1325-2015%20(1).pdf)

³⁶ Amnesty International USA, 2015.

about men; women perform and produce the meaning and practices of the masculine as well.³⁷

The Commission on the Status of Women (CSW) is the principal global intergovernmental body exclusively dedicated to the promotion of gender equality and the empowerment of women. A functional commission of the Economic and Social Council (ECOSOC), it was established by Council resolution 11(II) of 21 June 1946.³⁸

7.2. International frameworks

Beijing Platform for Action – “The Beijing Declaration and Platform for Action of 1995 is a visionary agenda for the empowerment of women. It still remains today the most comprehensive global policy framework and blueprint for action, and is a current source of guidance and inspiration to realize gender equality and the human rights of women and girls, everywhere. This landmark text was the outcome of the Fourth World Conference on Women, held in Beijing, China, in September 1995. After two weeks of political debate, exchange of information on good practice and lessons learned, and sharing of experiences, representatives of 189 Governments agreed to commitments that were unprecedented in scope.”³⁹

CEDAW – “The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)”, adopted in 1979 by the UN General Assembly, is often described as an international bill of rights for women. Consisting of a preamble and 30 articles, it defines what constitutes discrimination against women and sets up an agenda for national action to end such discrimination.”⁴⁰

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. The SDGs build on decades of work by countries and the UN, including the UN Department of Economic and Social Affairs.⁴¹

Women, Peace, and Security (WPS) Agenda can be traced back to the adoption of UN Security Council Resolution 1325 in October 2000. Eight subsequent resolutions (UNSCR 1820, 1888,

³⁷ UNICEF, UNFPA, UNDP, UN Women. “Gender Equality, UN Coherence and You”

³⁸ <http://www.unwomen.org/en/csw>

³⁹ UN Women, “Beijing Declaration and Platform for Action”.

http://beijing20.unwomen.org/~media/headquarters/attachments/sections/csw/pfa_e_final_web.pdf

⁴⁰ UN Women, “Convention on the Elimination of All Forms of Discrimination against Women”.

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

⁴¹ <https://sustainabledevelopment.un.org/?menu=1300>

1889,1960, 2106, 2122 2242 and 2467) create the foundation of the WPS Agenda, which is rooted in the idea that sustainable and inclusive peace can only be achieved if women and girls are given space to be agents in their futures.

UNSCR 1325 - “the Security Council unanimously adopted resolution (S/RES/1325) on Women and Peace and Security on 31 October 2000. The resolution reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security.”⁴²

7.3. Abbreviations

CWGL	Center for Women’s Global Leadership
GFP	Gender Focal Point
GPS	Gender, Peace and Security
EPLO	European Peacebuilding Liaison Office
ISG	International Steering Group
NGOWG WPS	Non-Governmental Working Group on Women, Peace and Security
RLO	Regional Liaison Officer
UN	United Nations
UNSC	United Nations Security Council
WG	Working Group
WPHF	Women, Peace and Humanitarian Fund
WPS	Women, Peace and Security

⁴² UNSC Resolution 1325 urges all actors to increase the participation of women and incorporate gender perspectives in all United Nations peace and security efforts. It also calls on all parties to conflict to take special measures to protect women and girls from gender-based violence, particularly rape and other forms of sexual abuse, in situations of armed conflict. The resolution provides a number of important operational mandates, with implications for Member States and the entities of the United Nations system.”
<https://www.un.org/womenwatch/osagi/wps/>

Annexes

List of Annexes:

Annex 1: TOR Gender Liaison to ISG

Annex 2: TOR Gender Coordinator

Annex 3: TOR Regional Gender Focal Point

Annex 4: TOR Thematic Gender Focal Point

Annex 5: TOR National Gender Focal Point

Annex 6: TOR Gender Focal Points Core Group

Annex 7: Operational Guidelines to ensure a gender balance in GPPAC network structures

Annex 1: TOR ISG Gender Liaison

Terms of Reference for the ISG Gender Liaison

At global level

- Is a member of GPPAC's Global Strategy Group (former Programme Steering Committee), inform the global programme review process for GPPAC from a gender perspective and ensure that this is integrated in regional long term and annual plans, based on consultations with Gender Focal Points.
- Work in consultation with Gender Focal Points on content questions related to implementing GPPAC's gender policy, as well as on joint activities.
- Liaise and consult with the GPPAC Foundation Board on gender related issues.
- The Gender Liaison is consulted by the Gender Coordinator at the Global Secretariat on questions regarding the content, organisation and communication tools used to implement GPPAC's gender policy, as well as on joint activities related to gender.
- Support Regional Steering Groups and Gender Focal Points in their efforts to develop regional approaches to implement GPPAC's gender policy and give advice on awareness-raising and capacity building on gender-sensitivity with regional GPPAC members (content).
- Through expertise and networks, link GPPAC to other networks and organisations whose work focuses on gender for potential partnership, as well as identifying potential capacity building activities.
- Provide strategic leadership on GPPAC's advocacy and outreach work related to gender and Women, Peace and Security, available to represent GPPAC in relevant advocacy work.
- Together with GPPACs Gender coordinator and UN Liaison, represent GPPAC in the NGO Working Group on Women, Peace and Security.

Annex 2: TOR Global Secretariat Gender Coordinator

Terms of Reference for the Global Secretariat Gender Coordinator

At regional level

- Support Regional Steering Groups, Regional Secretariats and Gender Focal Points in their efforts to develop regional approaches to implement GPPAC's gender policy and support awareness-raising and capacity building on gender-sensitivity with regional GPPAC members (coordination, organisation).
- Liaise with/take part in the EPLO Gender Peace and Security Working Group and inform GPPAC members on potential engagements at EU level.
- Inform and support GPPAC's regional networks in fundraising efforts for gender-related activities and projects.

At global level

- Coordinate the implementation of GPPAC's gender policy from the Global Secretariat; coordinate and organise activities and meetings at global level.
- Maintain regular contact, consult and share information with the ISG Gender Liaison, Regional Steering Groups and the Gender Focal Points in relevant matters.
- Coordinate input of Gender Focal Points on key documents related to implementing GPPAC's gender policy; propose actionable recommendations on mainstreaming gender in GPPAC's work to GPPAC Working Groups and regions.
- Moderate and promote the available tools for cooperation & communication between the Gender Liaison, Gender Focal Points and the Gender Coordinator via available channels.
- Assist the ISG Gender Liaison and Gender Focal Points in linking GPPAC's work on gender with other relevant networks and organisations at regional and global level.
- Contribute to fundraising efforts for GPPAC's work on gender, with input from Gender Focal Points and coordinated by the Global Secretariat Partnerships and Development Coordinator.
- Contribute to integrating a gender equality perspective in GPPAC's PM&E tools, in consultation with the ISG Gender Liaison and Gender Focal Points and coordinated by the Global Secretariat Coordinator Planning, Monitoring, Evaluation & Learning.

At Global Secretariat level

- Initiate capacity building on gender mainstreaming with Global Secretariat staff.
- Support and inform GPPAC Programme Managers in relating their work to gender/WPS.

Annex 3: TOR Regional Gender Focal Points

Terms of Reference for Gender Focal Points

At regional level

- Participate in a regional mapping of expertise, organisations and activities on gender within GPPAC, as well as a basic needs assessment (the latter in cooperation with the RLO).
- Participate in Regional Steering Group meetings and provide thematic experience to ensure that a gender perspective is integrated into the planning and implementation cycle of the regional network.
- Ensuring inclusion of gender-sensitive conflict prevention activities in regional annual plans by participating in drafting, implementation and reporting.
- Maintain regular contact with the RLO to exchange relevant information regarding the development of a regional implementation approach.
- Work with the Regional Steering Group towards implementing GPPAC's gender policy at regional level, by developing an implementation approach as part of regional planning, adapted to regional realities and needs (supported by the ISG Gender Liaison and the Gender Coordinator).
- Maintain links with GPPAC members in the region and – with support from the Regional Steering Group and the Global Secretariat – ensure that awareness-raising and capacity building on gender-sensitivity with GPPAC members take place, in line with the regional implementation approach (initially with Regional Secretariat staff).
- Ensure that the work on awareness-raising and capacity building at the regional and the local level is fully inclusive of work with men and boys where necessary to promote true complementarity and gender equality.

At global level

- Maintain regular channels of communication with the Global Secretariat by exchanging relevant information with the Gender Coordinator.
- Use the available tools for cooperation & communication between the Gender Liaison, Gender Focal Points and the Gender Coordinator (mailing list, online meetings, social media platforms and communication apps) to share information and experiences.
- Contribute thematic experience and regional perspectives towards further development and implementation of GPPAC's gender policy.
- Give input to and participate in activities at global level.
- Support the ISG Gender Liaison and the Gender Coordinator in linking GPPAC's work on gender with other relevant networks and organisations at regional and global level.

Annex 4: TOR Thematic Gender Focal Points

Gender Focal Points in the Global Working Groups

At Working Group Level

- Participate in Working Group meetings and provide thematic guidance to ensure that a gender perspective and gender transformative approach is integrated into the planning and implementation cycle of the working group.
- Maintain regular contact with the Working group members to exchange relevant information regarding the development of a regional implementation approach.
- Work with the Working Group towards implementing GPPAC's gender policy on a thematic level, by developing an implementation approach as part of planning of the working group, adapted to regional realities and needs (supported by the ISG Gender Liaison and the Gender Coordinator).

At global level

- Maintain regular channels of communication with the Global Secretariat by exchanging relevant information with the Gender Coordinator.
- Use the available tools for cooperation & communication between the Gender Liaison, Gender Focal Points and the Gender Coordinator (Google Group; gender equality community on the Peace Portal) to share information and experiences.
- Contribute thematic experience and working group perspectives towards further development and implementation of GPPAC's gender policy.
- Give input to and participate in activities at global level.
- Assist the ISG Gender Liaison and the Gender Coordinator in linking GPPAC's work on gender with other relevant networks and organisations on a thematic and global level.

Annex 5: TOR National Gender Focal Points

At Regional level

- Participate in a regional mapping of expertise, organisations and activities on gender within GPPAC, as well as a basic needs assessment (the latter in cooperation with the RLO).
- Provide thematic experience to ensure that a gender perspective, and gender transformative approach is integrated into the planning and implementation cycle of the national network.
- Contribute to inclusion of gender-sensitive conflict prevention activities in regional annual plans by participating in drafting, implementation and reporting.
- Maintain regular contact with the RLO and Regional Gender Focal Point to exchange relevant information regarding the development of a regional implementation approach.
- Support Regional Gender Focal Point in their work with the Regional Steering Group towards implementing GPPAC's gender policy at regional level, by developing an implementation approach as part of regional planning, adapted to regional realities and needs (supported by the ISG Gender Liaison and the Gender Coordinator).
- Ensure that the work on awareness-raising and capacity building at the regional and the local level is fully inclusive of work with men and boys where necessary to promote true complementarity and gender equality.
- Maintain links with GPPAC members and other gender focal points in the region and – with support from the Regional Steering Group and the Global Secretariat – ensure that awareness raising and capacity building on gender equality with GPPAC members take place, in line with the regional implementation approach (initially with Regional Secretariat staff).

At global level

- Maintain regular channels of communication with the Global Secretariat by exchanging relevant information with the Gender Coordinator.
- Use the available tools for cooperation & communication between the Gender Liaison, Gender Focal Points and the Gender Coordinator (mailing list, online meetings, social media platforms and communication apps) to share information and experiences.
- Contribute thematic experience and regional perspectives towards further development and implementation of GPPAC's gender policy.
- Give input to and participate in activities at global level.
- Support the ISG Gender Liaison and the Gender Coordinator in linking GPPAC's work on gender with other relevant networks and organisations at regional and global levels

Annex 6: TOR Gender Focal Points Core Group

The core group is coordinated by the Gender Programme Coordinator at GPPAC Global Secretariat and meets regularly (once in each quarter of the year) at the global level to:

- Provide input for strategic and annual planning of GPPAC from gender perspective.
- Propose Gender programme stand-alone activities.
- Develop training and capacity building content necessary for the implementation of this policy, if needed, in collaboration with other global working groups at GPPAC.
- Assess implementation of this policy.
- Propose amendments of this policy.
- Respond to specific regional requests for assistance in the implementation of this policy.
- Assess gender policy implementation in the work of GPPAC.

Annex 7: Operational Guidelines to ensure a gender balance in GPPAC network structures

adopted at the GPPAC International Steering Group meeting in Tbilisi, Georgia, May 2012

1. GPPAC is committed to ensuring a gender balance in its network structures. In the GPPAC bodies listed under (5), GPPAC aims for a male/female ratio of at least 30%–70% in membership.
2. Compliance with the 30%–70% ratio is monitored each year for all bodies mentioned under (5). Based on monitoring results for previous years, the International Steering Group may discuss an upscaling of the ratio to 35%–65% during its next meeting (i.e. the first meeting after the 2012 meeting in Tbilisi, Georgia).
3. Point (1) applies to all GPPAC bodies with a membership of 7 members or more. For smaller bodies, such as the Core Groups of Working Groups, the gender balance will be measured across the total number of members from all Core Groups.
4. In case of a gender imbalance within one of the GPPAC bodies listed under (5), the issue will be addressed by the members of the body in question and steps will be identified to move towards a gender balance in line, for example in line with new appointments to the GPPAC body.
5. The monitoring of a gender balance applies to the following GPPAC bodies:
 - GPPAC Foundation Board
 - GPPAC International Steering Group (ISG)
 - GPPAC Regional Steering Groups (RSGs)
 - GPPAC Global Strategy Group (GSG)
 - GPPAC Global Working Groups and Core Groups
 - (Regional Secretariats to be included at a later stage)
6. Each of the bodies listed under (5) will determine the inclusion of gender balance commitments in relevant key documents. (This includes the mandates of GPPAC Global Working Groups; relevant provisions on the structure of the GPPAC Global Strategy Group and the GPPAC Foundation Board).
7. These Operational Guidelines will be refined in advance of the next International Steering Group meeting based on monitoring results and on steps taken towards ensuring gender balance as outlined in (4) and (6).
8. The GPPAC Board will ensure inclusion of a similar gender balance commitment in the Terms and Conditions of Employment of the GPPAC Foundation / Global Secretariat.



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