

GENDER STRATEGY

ACHIEVING GENDER EQUALITY AND JUSTICE FOR WOMEN THROUGH THE RULE OF LAW

2019–2020

IDLO's Gender Strategy: Achieving Gender Equality and Justice for Women through the Rule of Law aims to ensure that gender is well integrated in IDLO's work and that IDLO's programs, research and advocacy effectively contribute to gender equality, women's empowerment and the achievement of fair justice outcomes for women and girls. It is informed by internationally recognized human rights standards, empirical research and global commitments on gender equality.¹

¹ The IDLO Gender Strategy was developed following consultations with the IDLO Standing Committee and a wide range of internal and external stakeholders in 2017 and an independent evaluation of the previous Gender Strategy (2015–2018) in 2018. The Strategy has also benefited from analyses and recommendations contained in the Report of the High-Level Group on Justice for Women, co-convened by IDLO, UN Women and the World Bank. The time period and focus areas of the Strategy are fully aligned with Strategy 2020 (IDLO's Strategic Plan 2017–2020). As part of the consultation process, a Gender Strategy webpage was set up, featuring consultation tools and a questionnaire for comments and views.

1. GENDER EQUALITY AND JUSTICE FOR WOMEN: CENTRAL TO IDLO'S WORK AND MANDATE

IDLO is the only intergovernmental organization exclusively devoted to promoting the rule of law. Its vision and mission are founded on a notion of the rule of law as embodying both substantive justice as well as procedural fairness.

Gender equality is among IDLO's core values and guiding principles. IDLO's Strategic Plan specifically states that IDLO is *"committed to promoting gender equality through non-discriminatory gender-responsive laws and institutions, enhancing women's access to justice and increasing their legal empowerment to achieve sustainable development"*.

The Strategic Plan explicitly identifies "empower[ing] women, poor and marginalized groups to fight discrimination and access justice" as its first Action Goal. It also identifies gender as an integral component of each Impact Goal through concrete commitments, such as to:

- Combat discrimination and reduce social exclusion of women and girls;
- Work with women's groups to empower women and fight all forms of gender discrimination;
- Promote women's economic empowerment, especially in relation to land and food security;
- Enhance the capacity of judicial and legal institutions to combat sexual and gender-based violence;
- Improve women's access to institutions relevant to their needs;
- Promote women's participation in the justice sector;
- Ensure accountability for sexual and gender-based violence, especially in post-conflict countries;
- Promote abolition of discriminatory laws and the adoption of equality laws and policies; and
- Develop concrete programs and projects to advance Sustainable Development Goals (SDGs) 5 and 16.

At the operational level, the Strategic Plan commits to ensure that all IDLO programs are gender-informed and benefit from gender analysis.

2. CLOSING THE JUSTICE GAP FOR WOMEN AND GIRLS

The main focus of IDLO's Gender Strategy reflects cutting-edge research on the importance of investing in justice for women and girls, as expressed in the *Justice for*

Women report (2019).² Justice for women is first and foremost a basic human right, reflected in core international instruments and commitments as well as UN resolutions³ and reinforced through the 2030 Agenda for Sustainable Development (2030 Agenda), including SDGs 5 and 16. Evidence also demonstrates that investing in justice for women makes economic sense: it produces high returns in human development, national income, and economic growth. Women's justice, security and inclusion is strongly associated with human development.⁴

To close the justice gap for women and girls, the *Justice for Women* report suggests focusing on the following key justice challenges: intimate partner violence; discrimination against women at work; discriminatory family laws; discriminatory property regimes; gaps in legal identity; and exclusion of women from decision-making (Box 1).

The report also indicates that women's justice needs are shaped by several cross-cutting themes that need to be addressed, including through gender-responsive programming activities:

Overlapping disadvantage – justice gaps are largest for women living in poverty and facing other forms of disadvantage and intersectional discrimination. In countries where the situation of women is worse overall in terms of inclusion, justice and security, a higher percentage of women, around 60 per cent, express legal needs.⁵

- Legal discrimination, on paper and in practice – millions of women still live in countries where they face legal discrimination in the family, workplace, polity and society. The law itself is a source of injustice. In some countries, women are not guaranteed equal treatment with men in many aspects of their lives – such as freely choosing their marital home, acquiring nationality or conferring it on their children, deciding whom and when to marry, inheriting property and opening bank accounts. In many countries, discriminatory norms and attitudes affect the application of the law and thus, enable discrimination in practice.
- Plural legal systems – most justiciable problems are resolved outside of the formal justice system. Many constitutions recognize customary law. As in formal law, customary legal systems have diverse implications for women's access to justice. Despite perceived advantages, customary and informal systems often favor male-dominated structures, entrench patriarchal values, and deliver discriminatory and harmful outcomes for women.

The report issues a strong call for action, embraced in IDLO's Gender Strategy (Box 2), focusing on strategic and concerted approaches to advance justice for women and girls at the global and local levels and accelerate achievement of SDGs 5 and 16.

² UN Women, IDLO, World Bank and the Taskforce on Justice, *Pathfinders for Peaceful, Just and Inclusive Societies, Justice for Women, High-level Group Report* (2019) at <https://www.idlo.int/publications/justice-women-high-level-group-report>.

³ These include: the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Beijing Declaration and Platform for Action, UN Security Council resolutions on women, peace and security as well as regional human rights instruments on gender equality.

⁴ *Justice for Women*, p. 36.

⁵ *Ibid.*, p. 6.

Box 1. Selected major justice challenges for women

Intimate partner violence. In 2018, more than one billion women lacked legal protection from sexual violence by an intimate partner. Even where legislation exists, enforcement may be weak, due to serious gaps in national laws, lack of protection orders, and inadequate police and judicial responses.

Discrimination against women at work. The World Bank estimates that over 2.7 billion women are legally restricted from having the same choice of jobs as men. Ninety percent of economies have at least one law that discriminates against women, with 943 legal gender differences across 170 economies. The Middle East and North Africa region has the most extensive legal discrimination against women. Alongside gender-based discrimination that characterizes property, employment and family law in many countries, many women workers in the informal sector are affected by a complex range of legislation, rules and enforcement practices – often in the realm of public law – that can be restrictive and even punitive.

Discriminatory family laws. Discriminatory practices in family life, codified into law, remain a major obstacle to justice for women in many countries. Divorce is a common legal need, but laws and practices around divorce can be biased or discriminatory in both secular and religious law.

Discriminatory property regimes. Women's disadvantage in terms of access to and control over land is well documented, and can worsen the risk of poverty. For many poor women, home is also their place of work. While property rights can be insecure for women whose customary use of land depends on their relationship with their husband or male relative, formal registration may also be exclusionary.

Gaps in legal identity. Globally, an estimated one billion people face challenges in proving who they are. In low-income countries, on average, over 45 percent of women lack an ID, compared to 30 percent of men. Gender gaps are much greater in a number of countries. Gender discrimination in nationality laws also prevents some women and their families from accessing legal identity.

Exclusion of women from decision-making characterizes nearly all countries and both formal and informal systems. In 2017, only 24 percent of constitutional court justices globally were women, with the Middle East and North Africa region having the fewest (only 1 in 20).

Source: UN Women, IDLO, World Bank and the Taskforce on Justice, Pathfinders for Peaceful, Just and Inclusive Societies, *Justice for Women*, High-level Group Report: Executive Summary and Key Messages (2019).

Box 2: Call to action



Source: Key components of the “Call to Action” of the *Justice for Women*, High-level Group Report.

3. THEMATIC FOCUS

Informed by cutting-edge research and extensive internal and external consultations, as well as by an independent evaluation of the first IDLO Gender Strategy,⁶ IDLO's Gender Strategy 2019–2020 focuses on four main areas of work:

FOCUS AREA 1: EMPOWERMENT

“Women’s empowerment is fundamental to creating a culture of justice.”⁷

Long-term outcome: Women and girls have increased capacity to understand and claim their rights

Legal empowerment of women and girls is critical to improve women’s access to justice and the quality of justice they receive.⁸ By empowering women to claim their rights, they are better equipped to assert their rights and demand accountability, as well as to bring about change in their communities. Effective empowerment approaches increase women’s legal knowledge, influence and access to remedies.

Focus Area 1 supports women’s legal empowerment strategies, activities and programming, including legal aid, legal awareness, legal education, mentoring and coaching. It recognizes the diversity of women and girls, and takes into account the various intersecting factors, including race, ethnicity, age, class, sexual orientation and gender identity, that facilitate or hinder the enjoyment of rights. Where appropriate, activities will be combined with social accountability interventions that increase women’s understanding of rights and processes and their ability to hold institutions accountable. Such programs, when located in fragile contexts, can help to advance peace, security, and stability.

Intermediate outcomes include:

- a. Strengthened capacities and influence of women and girls to fight discrimination, combat sexual and gender-based violence and access justice;
- b. Improved capacity of civil society organizations (CSOs), especially women’s organizations, to promote women’s legal empowerment and access to justice;

⁶ The first IDLO Gender Strategy (2015–2018) set three goals: Gender Goal 1: Ensuring gender-responsive legal and institutional frameworks, with a focus on conflict, fragile and other challenging situations; Gender Goal 2: Enhancing women’s access to justice in formal and informal settings; Gender Goal 3: Increasing women’s legal empowerment in sustainable development, with a focus on climate change, land and natural resources. An independent evaluation of the Gender Strategy (2015–2018) carried out by external experts in 2018 found that the Strategy was well aligned to both IDLO’s strategic plans and international policies and has enabled the organization to introduce an explicit gender focus in its work and to advance its research and policy advocacy activities on access to justice for women and girls. The evaluation recommended that IDLO strengthens its partnerships with civil society, including women’s organizations, and continue to develop its technical capacity in gender-related awareness raising, survivor-centered approaches, legal empowerment and social accountability. The evaluation also suggested that IDLO continues to strengthen its work on informal and customary justice and feeds the acquired experience into interventions advancing women’s access to justice.

⁷ IDLO, *Accessing Justice: Models, Strategies and Best Practices on Women’s Empowerment* (2013), p. 4 at http://www.idlo.int/sites/default/files/Womens_Access_to_Justice_Full_Report.pdf.

⁸ *Ibid.*, p. 7.

- c. Strengthened capacity of communities to promote women’s rights and participation, especially through community justice initiatives. This would include, among others, the use of paralegals, legal empowerment and social accountability (LESA+) approaches, community justice outreach;
- d. Enhanced understanding of women’s economic rights, together with the pathways to claim them or seek redress for commercial or economic grievances.

FOCUS AREA 2: INSTITUTIONS

“Ensuring access to justice is a matter of supply and demand: it involves, on the one hand, empowering people to seek it, and on the other, strengthening institutions to deliver justice and protect rights.”⁹

Long-term outcome: Institutions have an improved capacity to respond to women and girls’ justice needs

Justice for women cannot be achieved unless the institutions that deliver justice are gender-responsive. Through its Gender Strategy, IDLO plans to strengthen the capacity of national and local justice institutions to respond to women’s justice needs. IDLO will work with a broad range of institutions, with a focus on national and local ones, that deliver justice or engage in various forms of dispute resolution – formal, informal or customary – to ensure that they adequately respond to women’s justice needs, including in the context of gender-based violence.

Intermediate outcomes include:

- a. Strengthened capacities of state institutions to protect women’s rights and prevent gender-based discrimination;
- b. Strengthened capacity of specialized gender-based violence institutions and mechanisms in the delivery of their mandates;
- c. Enhanced strategic engagement with customary and informal justice systems to promote and ensure women’s rights;
- d. Improved support for the effective participation of women justice professionals in the justice sector.

⁹ *Equality and Empowerment through Access to Justice: Views on Gender: Background Paper*. Conference on Achieving the 2030 Agenda and Agenda 2063: The Rule of Law as a Driver of Africa’s Sustainable Development, organized by IDLO on 1–2 June 2017.

FOCUS AREA 3: LAWS AND POLICIES

“The law is an essential tool for advancing women’s and girls’ rights and equality. A robust and effective legal system based on the rule of law is central to assisting women to become equal partners in decision-making and development.”¹⁰

Long-term outcome: Legal and policy frameworks on gender equality are strengthened

Eliminating discriminatory laws signals that gender-based discrimination is unacceptable. Good laws, on the other hand, enable change. They can provide a framework for the realization of women’s rights, as well as protection from all forms of discrimination against women.¹¹

Good legal, policy and regulatory frameworks are the foundation of equitable economic, social and political development. Integrating a gender perspective in the development or strengthening of such frameworks helps deter gender discrimination and ensure that no one is left behind. Ensuring representation of women and girls and their interests in the development and implementation of law can promote gender equality, thus fostering the emergence of inclusive, equitable and accountable institutions responsive to the needs of the wider population.

As part of the Gender Strategy, IDLO will collaborate with and support a wide range of actors, including national and local institutions as well as professional legal bodies, to improve legal, regulatory, and policy processes and frameworks to promote gender equality and justice for women at national and local levels. In addition to state entities, IDLO will target non-state actors involved in such processes, including CSOs, women’s organizations, academia and community leaders. Focus areas include gender-based violence, laws and regulations ensuring the economic participation of women, and women’s participation in political and public life.

Intermediate outcomes include:

- a. Enhanced legal analysis and advice to repeal discriminatory laws and promote the adoption of gender-responsive laws, policies and regulations;
- b. Strengthened capacities of stakeholders to adopt and implement laws and policies to combat gender-based violence;
- c. Improved support for the implementation of gender equality provisions in constitutions and laws.

¹⁰ *Accessing Justice*, p. 7.

¹¹ *Ibid.*, p. 11.

FOCUS AREA 4: RESEARCH AND POLICY ADVOCACY

“Justice for women and girls is at the heart of the 2030 Agenda, with its commitment to gender equality (SDG5) and its promise of peaceful, just and inclusive societies (SDG16).”¹²

Long-term outcome: Justice for women and rule of law issues are championed in global policy processes

Demands for gender equality have gained new traction in recent years as a result of the global consensus on the 2030 Agenda and the realization of the significance of SDGs 5 and 16 and their interrelated impact on the fulfillment of all other SDGs. Mass campaigns such as #MeToo and HeForShe have reinforced activism and enhanced public support to combat gender discrimination.

IDLO will capitalize on this international momentum and work with a range of partners at global and national levels to champion gender equality and justice for women. Using a well-developed policy research agenda and working through multi-sectoral partnerships, IDLO will contribute to policy advocacy at global and national levels. It will engage actively with UN-led SDG and other global processes, and contribute to key gender equality policy milestones, such as the 25th anniversary of the Beijing Declaration and Platform for Action (Beijing+25); sessions of the UN Commission on the Status of Women; the 20th anniversary of UN Security Council Resolution 1325; SDG review processes linked to SDGs 5 and 16, including Voluntary National Review; the 16 Days of Activism against Gender-based Violence; and other opportunities for mobilizing public opinion and influencing policy makers.

Intermediate outcomes include:

- Enhanced policy advocacy to champion justice for women under the 2030 Agenda, including at sessions of the Commission on the Status of Women, the Human Rights Council, and global processes to review progress on implementation of the 2030 Agenda; and
- Enhanced generation, exchange and dissemination of policy, research and legal learning products on gender equality and justice for women.

¹² *Justice for Women.*

Sample of potential gender entry points for IDLO projects – overview

This is an illustrative list, intended to guide IDLO staff to identify potential gender entry points in programmatic work, linked to the Gender Strategy. All entry points are interdependent, interrelated, interconnected and mutually reinforcing. The use of identified entry points may vary based on the country context and the nature of the project. Staff are encouraged to seek guidance or engage in dialogue with the gender and other specialists to determine the “best fit” entry point for the project.

Focus areas	FOCUS AREA 1: EMPOWERMENT	FOCUS AREA 2: INSTITUTIONS	FOCUS AREA 3: LAWS AND POLICIES	FOCUS AREA 4: RESEARCH AND POLICY ADVOCACY
Long-term outcomes	Women and girls have increased capacity to understand and claim their rights	Institutions have an improved capacity to respond to women and girls’ justice needs	Legal and policy frameworks on gender equality are strengthened	Justice for women and rule of law issues are championed in global policy processes
Entry points	<ol style="list-style-type: none"> 1. Increasing women’s awareness of their rights and legal processes to address rights violations 2. Strengthening women’s influence and capacity to use legal processes, formal or informal, to protect their rights (including economic rights) 3. Enhancing the equal and effective participation of women in community and political decision-making structures 4. Strengthening CSO knowledge and capacities on implementing gender laws and policies 5. Supporting CSO platforms and coordination mechanisms on gender-based violence and 	<ol style="list-style-type: none"> 1. Enhancing sensitivity, capacity and skills of justice actors on gender equality and women’s rights 2. Eliminating barriers to women’s access to justice such as costs and cumbersome procedures 3. Improving handling of gender-based cases in formal (e.g. family courts) and informal justice institutions (e.g. village courts, local councils) 4. Strengthening specialized gender machineries (such as gender equality commissions, women’s ministries, women’s police desks, gender-based violence prosecution units) 5. Integrating gender-responsive 	<ol style="list-style-type: none"> 1. Adopting or strengthening legal provisions to address specific gender-based constraints 2. Eliminating discriminatory laws and regulations which inhibit women’s rights, such as to property, legal identity documents, land and natural resources, food security, entrepreneurship, health 3. Increasing institutional capacity to implement laws, policies, regulations, and processes to enhance gender equality and women’s empowerment 4. Setting up effective intra- and inter-sectoral mechanisms (e.g. gender mainstreaming systems for intra-agency coordination) to promote and protect women’s 	<ol style="list-style-type: none"> 1. Participating in global policy-setting processes relevant to gender equality (e.g. Commission on the Status of Women, Human Rights Council, 2030 Agenda) 2. Convening policy dialogues on interlinkages between rule of law and gender equality at international, national and local levels 3. Supporting the drafting/ adoption of international commitments on gender equality by national and local justice actors 4. Enhancing knowledge exchange, including supporting knowledge platforms and communities of practice, on

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Long-term outcomes	Women and girls have increased capacity to understand and claim their rights	Institutions have an improved capacity to respond to women and girls’ justice needs	Legal and policy frameworks on gender equality are strengthened	Justice for women and rule of law issues are championed in global policy processes
Entry points	<p>discrimination</p> <p>6. Increasing capacities of legal professionals and organizations to handle cases of gender-based violence and discrimination</p> <p>7. Strengthening the use of community-based paralegals, legal aid and legal documentation services, and legal awareness initiatives for women’s rights</p> <p>8. Increasing capacities of community leaders to protect women’s rights and hold perpetrators accountable</p>	<p>approaches in court processes and procedures</p> <p>6. Enhancing the effective participation of women in justice institutions, as justice providers</p> <p>7. Strengthening initiatives that support women victims/survivors and witnesses to report, access remedies and pursue cases of gender-based violence and discrimination</p> <p>8. Building capacity of legal and justice actors on women’s access to justice in relation to commercial, investment and other economic disputes</p>	<p>rights</p> <p>5. Strengthening gender analysis of relevant laws to facilitate gender equality</p> <p>6. Developing or implementing measures for the effective participation of women in law, policy and regulatory reform and in peace processes</p> <p>7. Increasing effective and equal participation of women in the development and implementation of gender-responsive policies, including on land and natural resource governance, health rights, economic opportunities, and peace and security</p>	<p>women’s access to justice and gender-based violence.</p> <p>5. Supporting research on the role of the rule of law in achieving gender equality, as linked to various SDGs and targets (e.g. in health, land rights, food security, peace and security, economic development, women justice professionals)</p> <p>6. Strengthening partnerships with research and educational institutions working on justice for women and gender equality</p>

3. ACTION PLAN

The Gender Strategy 2019–2020 will be implemented as follows (see also Annex 2):

Action point 1: Integrate¹³ gender equality in IDLO’s strategies, plans and projects

Strategies and plans

- All strategies, plans and reports will integrate gender priorities and concerns as a specific theme.
- Specific budget allocations will be made to gender priorities in strategies and plans.

Project cycle and management

- All IDLO projects shall be gender-informed. A gender analysis will be conducted preferably at the initial stages of the project cycle. The findings of the analysis will inform project development, implementation, monitoring and evaluation.
- As part of its strategic criteria, the Opportunity Review Committee (ORC) will continue to draw the attention of opportunity owners to gender equality, and to emphasize the importance of integrating gender considerations in their proposed projects.
- Project development and reporting forms will be regularly reviewed to help integrate and track gender integration. These forms include ORC forms, concept note and project proposal templates, scoping and inception mission templates, and project reporting forms, among others.
- A Gender Tracker will be maintained to provide an overview of the extent of gender integration in projects.
- IDLO will regularly review implementation of practical and process-focused recommendations or guidelines to assist project teams on gender analysis and gender integration in all stages of the project cycle – project development, implementation, monitoring and evaluation.
- Specific budget allocations will be made to support projects’ gender components, whether mainstreamed or stand-alone.

¹³ IDLO uses a dual approach of gender mainstreaming and gender-specific interventions to ensure gender equality and fair justice outcomes for women. As a result, the term gender integration, instead of gender mainstreaming, is preferred. IDLO is also aware of the various debates on the shortcomings of a purely gender mainstreaming approach, and hence it focused on putting in place a dual approach to achieve its long-term gender outcomes. This approach has been endorsed by various international and regional organizations, including the UN system, European Commission, Council of Europe, OAS, African Union, OECD, and many other development partners. See, for example, a selected list of references here: <https://www.coe.int/en/web/genderequality/information-from-international-organisations>.

- Where project monitoring, evaluation and learning plans were developed as per IDLO's Monitoring Guidelines (2019), they shall include gender-specific indicators. If a Gender Integration Plan (GIP) has been developed for a particular project, the monitoring, evaluation and learning plan shall also ensure that GIP deliverables are adequately monitored.
- IDLO-commissioned evaluations shall include specific questions/sub-questions on gender equality, building on IDLO's Evaluation Guidelines criteria.¹⁴

Action point 2: Build staff capacity to integrate gender considerations in their work

- IDLO staff capacity will be enhanced through workshops and other capacity building tools. The focus of capacity building will be to heighten staff sensitivity and responsiveness to gender issues in program activities and enhance skills in integrating gender concerns into IDLO programs, either through gender mainstreaming or gender-targeted interventions, in line with the Gender Strategy.
- An internal workshop on the implementation of the Gender Strategy will be conducted each year for IDLO staff. Internal workshops on how to integrate gender into specific themes will be convened each year. The themes will be chosen in consultation with IDLO staff, especially with IDLO colleagues working on gender projects.
- IDLO's Senior Gender Advisor and the Gender Team will provide regular and technical support to IDLO staff on priority or specialized areas of gender-related work, such as through regular updates and exchanges, program development assistance, field visits and gender equality workshops.

Action point 3: Influence the gender, rule of law and development agendas

- IDLO will actively contribute to selected global policy processes on justice for women in line with IDLO gender-related priorities, including through participation in selected policy events and convening external workshops.
- IDLO will build partnerships based on its identified focus areas and gender-related outcomes, including focused engagements with development and human rights agencies, inter-governmental and state institutions, women's organizations, civil society groups and international campaigns on justice for women.
- IDLO will enhance gender-related knowledge generation, exchange and dissemination, including development of policy or issues papers/briefs and convening of policy events on justice for women issues of concern.

¹⁴ IDLO Evaluation Guidelines, March 2016.

Action point 4: Strengthen internal coordination, learning and exchanges on gender work

- A gender working group will be convened composed of representatives of various IDLO teams to support the implementation of the Gender Strategy and facilitate coordination and exchange on IDLO's gender work. Time and effort devoted by IDLO employees to the gender working group and its activities will be considered part of work priorities.
- A gender community of practice will be set up, building on IDLO's gender newsfeed/ mailing list. Community of practice briefings will be conducted regularly, either face-to-face or online. IDLO's Gender Team will continue to circulate information on: (a) IDLO's gender work; (b) gender-related resources relevant to IDLO's work; and (c) project development opportunities.
- IDLO will continue to improve the gender resource base (thematic library), a compilation of gender resources to enhance project development and implementation as well as support policy advocacy and research work within IDLO.

Action point 5: Improve organizational services and internal policies

- Staff rules, human resources policies and manuals will be regularly reviewed for consistency with gender equality principles.
- IDLO will ensure that its Policy on the Prohibition of Sexual Harassment is disseminated widely and monitored and enforced in all its offices.¹⁵ All IDLO staff are required to take the anti-sexual harassment course.
- Gender-related employment information will be monitored through sex-disaggregated data and gender analysis. This may include, depending on resources, gender balance relating to access to learning, recruitment, retention, promotion, compensation and benefits. Immediate attention will be provided, including technical support, for "problem" areas, to ensure consistency with gender equality principles and policies.
- A mandatory gender course on IDLO's Gender Strategy will be integrated as part of the staff induction process.
- Gender-related courses will continue to be an integral part of continuous learning initiatives for IDLO employees.

¹⁵ IDLO's Policy on the Prohibition of Sexual Harassment was adopted in 2018.

Action point 6: Mobilize financial resources for gender equality

- IDLO will secure adequate resources for the effective implementation of the Gender Strategy.
- IDLO will provide resources for a dedicated gender specialist/advisor, who will coordinate and support the implementation of the Gender Strategy, under the guidance and supervision of the Director of Policy, Research and Learning.
- Gender equality will be integrated among IDLO's priority themes for resource mobilization, including in donor consultations and partnerships.

4. ROLES AND RESPONSIBILITIES

The Director-General will have ultimate responsibility for achieving the outcomes and actions laid out in the Strategy. The Senior Leadership Team (SLT) is the highest decision-making body responsible for the overall implementation of the Gender Strategy. IDLO's Gender Team will be responsible for its day-to-day implementation and will serve as a coordination and technical mechanism for implementing the Strategy, as well as reporting on its progress.

With the support of the Gender Team, selected departments will be responsible for achieving the targets in each strategic performance area, as per the action plan.¹⁶

5. ASSESSING THE GENDER STRATEGY

Considering that a full evaluation of the 2015–2018 Gender Strategy was carried out in 2018 and that the current Strategy does not substantially deviate from the previous one, the Gender Strategy will be assessed on an annual basis through internal reviews and results will be presented to the SLT by the Senior Gender Advisor and the Director of Policy, Research and Learning.

6. LIST OF ANNEXES

- Annex A. Terms used in the Gender Strategy
- Annex B. Action plan: summary
- Annex C. Gender Tracker and integration plan
- Annex D. How to do a gender analysis: practical steps and technical guidance for project teams
- Annex E. Mainstreaming gender into project development, implementation, monitoring and evaluation

¹⁶ The responsible departments or units to lead on specific action points are as follows: Action Point 1 – Programs and Program Development; Action Point 2 – Research and Learning and Capacity Development; Action Point 3 – Strategic Communications, Research and Learning, and Branch Office (The Hague) and Liaison Offices (Geneva and New York); Action Point 4 – Research and Learning; Action Point 5 – Human Resources, Office of the General Counsel; and Action Point 6 – Resource Mobilization, Finance, and Research and Learning.

ANNEX A. TERMS USED IN THE GENDER STRATEGY

Gender “shall mean the socially constructed roles, behaviors, activities and attributes that a given society considers appropriate for women and men”.¹⁷

To elaborate further, 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 woman or a man in a given context. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age.”¹⁸

Sex and gender: “The term ‘sex’ ... refers to biological differences between men and women. The term ‘gender’ refers to socially constructed identities, attributes and roles for women and men and society’s social and cultural meaning for these biological differences resulting in hierarchical relationships between women and men and in the distribution of power and rights favoring men and disadvantaging women. This social positioning of women and men is affected by political, economic, cultural, social, religious, ideological and environmental factors and can be changed by culture, society and community.”¹⁹

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

“Gender equality should be taken to mean substantive equality, i.e., ensuring not only equality of opportunities and access to opportunities, but also equality of outcomes or results (de facto equality).”²¹

¹⁷ Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention), article 3, paragraph c. The Istanbul Convention, which was adopted in 2011 and entered into force in 2014, provides a legally binding definition of gender in international law.

¹⁸ OSAGI, ‘Gender Mainstreaming: Strategy for Promoting Gender Equality Document’ (2001) at <http://www.un.org/womenwatch/osagi/pdf/factsheet1.pdf>.

¹⁹ Committee on the Elimination of Discrimination against Women, 2010, General Recommendation No. 28 on the core obligations of States parties under article 2 of CEDAW, at paragraph 5.

²⁰ Ibid, supra note 21.

²¹ See, for example, Committee on the Elimination of Discrimination against Women, 2004, General Recommendation No. 25 on article 4, paragraph 8. Furthermore, Committee on the Elimination of Discrimination against Women, 2010, General recommendation No. 28 provides that: States Parties shall “respect, protect and fulfil the right to non-discrimination of women and to ensure the development and advancement of women in order that they improve their position and implement their right of de jure and de facto or substantive equality with men”.

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”.²²

Direct discrimination against women “... constitutes different treatment explicitly based on grounds of sex and gender differences”.²³

Indirect discrimination against women “... occurs when a law, policy, programme or practice appears to be neutral in so far as it relates to men and women, but has a discriminatory effect in practice on women because pre-existing inequalities are not addressed by the apparently neutral measure. Moreover, indirect discrimination can exacerbate existing inequalities owing to a failure to recognize structural and historical patterns of discrimination and unequal power relationships between women and men.”²⁴

Intersectionality “is a basic concept for understanding [discrimination against women]. The discrimination of women based on sex and gender is inextricably linked with other factors that affect women, such as race, ethnicity, religion or belief, health, status, age, class, caste and sexual orientation and gender identity. Discrimination on the basis of sex or gender may affect women belonging to such groups to a different degree or in different ways to men. States parties must legally recognize such intersecting forms of discrimination and their compounded negative impact on the women concerned and prohibit them. They also need to adopt and pursue policies and programmes designed to eliminate such occurrences, including, where appropriate, temporary special measures.”²⁵

Women’s empowerment “has five components: women’s sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally”.²⁶

“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.”²⁷

“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), but they must also have the agency to use those rights, capabilities,

²² CEDAW, article 1.

²³ Committee on the Elimination of Discrimination against Women, 2010, General Recommendation No. 28 on the core obligations of States parties under article 2 of CEDAW, at paragraph 16.

²⁴ Ibid.

²⁵ Committee on the Elimination of Discrimination against Women, 2010, General Recommendation No. 28 on the core obligations of States parties under article 2 of CEDAW, at paragraph 18.

²⁶ UN Secretariat Inter-agency Task Force on the Implementation of the International Conference on Population and Development’s Programme of Action, *Guidelines on Women’s Empowerment*.

²⁷ Millennium Project Task Force on Education and Gender Equality, *Taking Action: Achieving Gender Equality and Empowering Women* (2005), citing Malhotra, Schuler, and Boender (2002); Kabeer (1999).

resources, and opportunities to make strategic choices and decisions (such as is provided through leadership opportunities and participation in political institutions). And for them to exercise agency, they must live without the fear of coercion and violence.”²⁸

Gender mainstreaming is a strategy for achieving greater equality for women and girls in relation to men and boys. It has been endorsed by the international community through the Beijing Platform for Action (1995). 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.”²⁹

“Gender mainstreaming does not replace the need for targeted, women-specific policies and programmes or positive legislation, nor does it substitute for gender units or focal points.”³⁰

“A ‘dual approach’ towards realizing gender equality involves mainstreaming a gender perspective in all policies, while also implementing specific measures to eliminate, prevent or remedy gender inequalities. Both approaches go hand in hand, and one cannot replace the other.”³¹

Gender-based violence is violence that is directed against a person because of her or his gender. Gender-based violence against women is “violence which is directed against a woman because she is a woman or that affects women disproportionately”.³² It takes “multiple forms, including acts or omission intended or likely to cause or result in death or physical, sexual, psychological or economic harm or suffering to women, threats of such acts, harassment, coercion and arbitrary deprivation of liberty”.³³

²⁸ Ibid.

²⁹ ECOSOC, ‘Report of the Economic and Social Council for 1997’, A/52/3, chapter IV (1997).

³⁰ Ibid.

³¹ European Commission, Commission Communication COM (96) 67 final of 21/02/96, Incorporating Equal Opportunities between women and men into all Community policies and activities at <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:1996:0067:FIN:EN:PDF>

³² CEDAW General Recommendation No. 35 on gender-based violence against women (2017) updating General Recommendation 19, paragraph 1, (1992).

³³ CEDAW General Recommendation No. 35 on gender-based violence against women (2017) updating General Recommendation 19, paragraphs 1, 6, 9 and 14 (1992).

ANNEX B. ACTION PLAN: SUMMARY

Action points	1. Integrate gender equality in IDLO's strategies, plans and projects	2. Build staff capacity to integrate gender considerations in their work	3. Influence the gender, rule of law and development agendas
Outputs	<p>1.1 All strategies, plans and reports integrate gender issues as a specific theme</p> <p>1.2 Specific budget allocations are made to gender priorities in strategies and plans</p> <p>1.3 All IDLO projects are gender-informed (100 per cent gender analysis)</p> <p>1.4 ORC draws opportunity owners' attention to gender integration</p> <p>1.5 Project development and reporting forms are reviewed regularly to help track gender integration (ORC forms, concept notes, proposals, scoping/inception mission templates, reports)</p> <p>1.6 Tracker maintained to provide an overview of extent of gender integration</p> <p>1.7 Guidelines implemented and regularly reviewed on gender analysis and integrating gender in project development, implementation and evaluation</p> <p>1.8 Specific budget allocations are made to support projects' gender components, whether mainstreamed or stand-alone</p>	<p>2.1 Internal workshop on the Gender Strategy conducted each year for IDLO staff</p> <p>2.2. Internal workshop on how to integrate gender into specific themes convened each year</p> <p>2.3 Regular technical support, including e.g. regular exchanges, program development support, field visits, gender workshops</p>	<p>3.1 Participation in selected global policy processes on justice for women (SDGs, CSW, CEDAW, HRC, CFS)</p> <p>3.2 Workshop on justice for women and the rule of law convened each year (2)</p> <p>3.3 Increased engagement with partners on gender issues and with women's groups and organizations</p> <p>3.4 Support for international campaigns on relevant gender, law and development concerns (e.g. GQUAL, UN Women's strategy on elimination of discriminatory laws)</p> <p>3.5 Policy/issue briefs on gender, rule of law and development (2)</p> <p>3.6 External policy roundtables on priority gender and rule of law issues of concern (2)</p>

	1.8 Gender-specific indicators are included in monitoring, evaluation and learning plans 1.10 Evaluations include questions/sub-questions on gender equality		
Responsible department or unit*	Programs/Program Development	Research and Learning/Capacity Development	Strategic Communications/Research and Learning/Branch Office (The Hague) and Liaison Offices (Geneva and New York)

Action points	4. Strengthen internal coordination, learning and exchanges on gender work	5. Improve organizational services and internal policies	6. Mobilize financial resources for gender equality
Outputs	4.1 Gender working group convened 4.2 Gender community of practice set up (gender newsfeed/ mailing list) 4.3 Regular gender community of practice briefings/exchanges conducted – i.e. 2 per year 4.4 Gender resource base maintained and enhanced	5.1 Staff rules and human resources policies and manuals are regularly reviewed for consistency with gender equality 5.2 Dissemination, monitoring and enforcement of anti-sexual harassment policy. All IDLO staff take the anti-sexual harassment course 5.3 Gender-related employment aspects tracked through sex-disaggregated data and gender analysis. Technical support provided for “problem areas” 5.4 Mandatory course on IDLO’s Gender Strategy integrated as part of staff induction process 5.5 Gender courses an integral part of continuous learning initiatives	6.1 Adequate resources secured for the effective implementation of the Gender Strategy 6.2 Adequate resources provided for a dedicated IDLO Gender Advisor 6.3 Gender equality/justice for women among the priority themes for resource mobilization
Responsible department or unit*	Research and Learning	Human Resources/Office of the General Counsel	Resource Mobilization/ Finance/Research and Learning

*Responsible departments and units will work in consultation and partnership with IDLO’s Senior Gender Advisor and the Gender Team.

ANNEX C. GENDER TRACKER AND INTEGRATION PLAN

The Gender Tracker³⁴ provides a quick scan of the degree of gender integration in a project. Projects will be classified according to the following categories:

- Category 3: Gender is a principal objective, included as a project goal.
- Category 2: Gender is a significant objective, included as a project outcome.
- Category 1: Gender is a collateral objective, included as a project output or activity.
- Category Zero: Gender is not a project objective. The project did not integrate gender as a goal, outcome, output or activity.

Regardless of the categories, all projects must ensure:

- Gender balance, whether in relation to beneficiaries or implementers;
- Sex-disaggregated data collection; and
- Gender analysis and integration of its findings in project design and implementation.

Gender Integration Plan

Where gender is not a project objective at any level (Category Zero), the project team, with the support of IDLO's Gender Team, will be required to draft a Gender Integration Plan (GIP), providing a clear set of actions to be taken within the project parameters to ensure gender sensitivity and responsiveness.

The GIP shall form part of the project documents, guide project implementation and be monitored/reported against as part of regular project implementation. Depending on the content of the GIP, the project can move from Category Zero to Category 1 or above, as certified by the Senior Gender Advisor.

³⁴ The Gender Tracker is adapted from OECD–DAC's gender markers and similar trackers used by several IDLO partners.

ANNEX D. HOW TO DO A GENDER ANALYSIS: PRACTICAL STEPS AND TECHNICAL GUIDANCE FOR PROJECT TEAMS

What is gender analysis?

Gender analysis is an indispensable tool for understanding the context within which a project operates. It can bring about contextual understanding of gender relations and their implications for social, cultural, economic, political and institutional environments. In turn, a good gender analysis can contribute to designing a project that is well-informed, responsive and fair.

Gender analysis provides crucial contextual information, such as:

- *Gendered differences* – differences in perspectives, roles, behaviors, needs (practical and strategic), and interests of women and men, girls and boys throughout their life cycle;
- *Opportunity differentials* – insights into the relation between women and men as regards their access to opportunities, resources, decision-making processes, and power structures;
- *Environmental constraints* – gender-specific social, cultural and political constraints, vulnerabilities and risks and the different coping and adaptation strategies;
- *Legal, policy and institutional frameworks* to promote gender equality and respond to inequalities;
- *Potential impact/risk to the project* – potential differential impact, including benefits and risks, of the project on women, men, girls and boys, considering the intersection of other factors (e.g. class, race, caste, ethnicity, age, sexual orientation and gender identities, culture and abilities); and
- *Opportunities and entry points* – opportunities and entry points for reducing gender inequalities and promoting more equal relations between women and men.

When should we do a gender analysis?

A gender analysis is best undertaken at the project development stage. As it is a crucial part of understanding the local context and its needs, a gender analysis should be an integral part of any scoping/inception mission, needs assessment or context analysis undertaken to initiate discussions on a proposed project. This will ensure that the project is informed and enriched by the gender analysis. Risks and opportunities will be better identified. The project can better respond to identified gender inequalities. Nevertheless, although not always ideal, it is also possible to undertake a gender analysis after a project has already been designed or even implemented. For example, a gender analysis can be part of the inception stage or the mid-term or final evaluation and inform program implementation or future programming.

What are the main elements of a gender analysis? What are the key entry points for integrating a gender analysis into project design?

Gender analysis is integral to project development, however, the extent of and methods for undertaking a gender analysis will vary depending on the nature of the project and other relevant factors. Nevertheless, undertaking a gender analysis should include the following:

- Asking questions that will generate gender-related information;
- Consulting both female and male project beneficiaries (which may involve separate consultations);
- Involving gender experts or practitioners, local and/or international;
- Looking into existing gender-related laws and policies and literature; and
- Collecting sex-disaggregated data.

A gender analysis can be integrated in existing processes as part of the project development stage, such as:

- *Scoping/inception missions* – scoping and inception missions can include tools aimed at obtaining gender-related information that would be pertinent to the identification, design and implementation of a planned project;
- *Terms of reference* – terms of reference for staff/consultants working on the project design (including assessment of previous projects) can integrate capacity to conduct a gender analysis;
- *Capacity/needs assessments* – capacity/needs assessments can integrate gender analysis as a key component, by ensuring the equal participation of women and men stakeholders/beneficiaries during the design phase, and the inclusion of gender-related information on their lived experiences and context; and
- *Concept note/project proposal development* – a gender analysis can be integrated into preparatory work for specific sections of concept notes and project proposals (e.g. statement of the problem, rationale, background). Preparatory work can include desk review, expert consultations or target group discussions.

Responsibility for ensuring that a proper gender analysis is undertaken rests with the opportunity owner and/or project manager. A gender analysis can be undertaken by a member of the project team or through other means, including involving gender experts, using gender analysis already undertaken by other actors, or consulting with IDLO's Senior Gender Advisor.

What are the key questions to ask when doing a gender analysis for a project?

- How can we ensure that the project equally benefits diverse groups of women and men, girls and boys? (What are the potential impacts of this project on women, men, girls or boys, and other gender identities? Will they benefit equally? Will the project exacerbate existing inequalities or vulnerabilities?)
- What are the opportunities or entry points for the project to promote gender equality (or address gender inequalities) through its rule of law interventions?

To address these questions, some preliminary information is needed, for example:

- Do women and men have different roles, behaviors and value in the family, community and the State?
- Do women and men have equal access to opportunities, resources and decision-making structures?
- Are there restrictions on or constraints to women and girls' participation in public or political life? Are there restrictions on or constraints to women's access to justice?
- Are there specific laws, policies and practices that enable or hinder gender equality and women's empowerment?
- Are there any good practices in place that respond to gender-based violence and discrimination and promote gender equality?

ANNEX E. MAINSTREAMING GENDER INTO PROJECT DEVELOPMENT, IMPLEMENTATION, MONITORING AND EVALUATION

Objective

This guide provides practical advice on how to ensure gender mainstreaming across various stages of the project cycle, in line with IDLO's Strategic Plan 2017–2020, to:

- Promote gender equality through ensuring gender-responsive laws and institutions, enhancing women's access to justice and increasing their legal empowerment to achieve sustainable development;
- Ensure that all IDLO projects are gender-informed and benefit from gender analysis; and
- Apply the core value and guiding principle of gender sensitivity and responsiveness in IDLO's project work.

Why gender mainstreaming matters

Effective gender mainstreaming in IDLO's program cycle puts gender equality and women's empowerment at the core of our programming as a fundamental aspect and not simply as an add-on or an afterthought. Gender mainstreaming enables IDLO to deliver on its gender commitments in line with its Strategic Plan 2017–2020 (in particular S1 – women and girls are empowered to claim and realize their rights) and the IDLO Gender Strategy 2019–2020.

How to ensure gender mainstreaming at the program development stage

The following steps are essential to ensure gender mainstreaming at the program development stage:

Undertaking a gender analysis³⁵

- A gender analysis is an indispensable tool for understanding the context within which a project operates. It can bring about contextual understanding of gender relations and their implications for social, cultural, economic, political and institutional environments. In turn, a good gender analysis can contribute to designing a project that is well-informed, responsive and fair.
- All projects will be requested to undertake a basic gender analysis, ideally before presenting the opportunity to the ORC, or during the early development stages of the proposal, in line with the gender analysis guidance note.

³⁵ Specific guidance on how to do a gender analysis is provided in a separate guidance note and in Annex C of the 2019–2020 Gender Strategy.

- The ORC Intake Form template has been revised to assess how the opportunity owner intends to conduct the gender analysis and whether additional technical support is needed in doing so.
- Where appropriate, the ORC will refer the opportunity owner to IDLO's Senior Gender Advisor, who can provide additional support on how to conduct a gender analysis.
- Taking into account IDLO's 100 per cent gender analysis target, IDLO's Program Coordination Unit, with support from IDLO's Gender Team, will maintain a record of all projects in the pipeline and in implementation, indicating whether or not a gender analysis was undertaken, segregated by region, year, and goal.

Integrating gender into scoping, inception, or program development missions

- Scoping, inception or program development missions³⁶ are good opportunities to elicit information for the gender analysis.
- Any scoping mission, regardless of length, shall: (a) identify gender issues that are relevant to the project; (b) consult with gender experts and actors in the country/locality; and (c) elicit information on relevant gender-related laws, policies, reviews or assessments.
- Scoping mission guidelines and report templates ensure that this set of information is requested and obtained.

Integrating gender into project concept notes, expressions of interest and proposals

- The IDLO concept note and proposal templates have been revised to include a specific section on the project's gender components. This section does not replace the need for gender-specific goals, outcomes, outputs, or activities. Where donor templates are used, the gender section will be integrated into the text of the document.
- Opportunity owners and their teams will ensure that the gender section is completed and reflective of the gender analysis. They will also ensure that the project's risk mitigation plans, performance monitoring plans and other relevant sections take the findings of the gender analysis into account.

Budgeting for gender

- Opportunity owners and their teams will ensure that gender components of the project are adequately funded, whether they are stand-alone objectives (goal, outcome, outputs, or activities) or mainstreamed.
- Technical and monitoring support by IDLO's Gender Team should be adequately resourced in the budget, especially for projects where gender is a principal or significant objective. Opportunity owners and their teams will consult the Senior Gender Advisor on this process.

³⁶ Guidelines for scoping missions are currently being developed.

- Any budget clearance given by the Budget and Reporting Manager shall review whether adequate resources were provided for the gender components of the project.³⁷

Monitoring the extent of gender integration

- To track IDLO's gender integration in programming, a Gender Tracker has been established.³⁸ The Gender Tracker provides a quick scan of the degree of gender integration in a project. Projects will be classified according to the following categories:

Category 3:	Gender is a <u>principal objective</u> of the project, included as a project goal.
Category 2:	Gender is a <u>significant objective</u> of the project, included as a project outcome.
Category 1:	Gender is a <u>collateral objective</u> of the project, included as an output or activity.
Category Zero:	Gender is <u>not part of the project</u> . The project does not integrate gender as a goal, objective, outcome, output or activity.

Regardless of the categories, all projects must ensure:

- Gender balance, whether in relation to beneficiaries or implementers;
 - Sex-disaggregated data collection; and
 - Gender analysis and integration of its findings into project design and implementation.
- The opportunity owner is responsible for correctly classifying his/her projects based on the categories above, in coordination with the IDLO Gender Team. IDLO's Program Coordination Unit, with support from the Gender Team, is responsible for maintaining the Gender Tracker database. Monitoring will cover projects at pipeline and implementation stages.

Applying the Gender Integration Plan

- Where gender is not part of the project at any level (Category Zero), the project team, with the support of IDLO's Senior Gender Advisor, will be required to draft a GIP, providing a clear set of actions to be taken within the project parameters to ensure gender sensitivity and responsiveness.
- The GIP will form part of the project documents, guide project implementation and will be monitored/reported as part of regular project implementation. Depending on the content of the GIP, the project can move from Category Zero to Category 1 or above, as certified by the Senior Gender Advisor.

³⁷ Please also refer to IDLO Program Budgeting Guidelines which are being finalized.

³⁸ The Gender Tracker is adapted from OECD–DAC's gender markers and similar trackers used by several IDLO partners.

Integrating gender into the program development workflow

- The program development workflow has been revised to include a gender analysis and application of the Gender Tracker. The Program Design Manual/Toolkit will also reflect this.

How to ensure gender mainstreaming at the project implementation stage

The following steps are essential to ensure gender mainstreaming at the project implementation stage:

Integrate gender recommendations into project implementation

- The gender analysis and related findings gathered during project development should inform project implementation and monitoring.

Integrate gender into reporting processes

- Project report templates (progress and final reports, internal and external) have been revised to include a specific section devoted to reporting against the project's gender components.
- Where gender is a primary, significant or collateral objective in a project (Gender Tracker Categories 3, 2 and 1), the response to the gender-specific section can cross-refer to information reported against the project's relevant outcome(s), output(s) and activity(ies).
- Projects with GIPs will report against activities identified in the GIP in the gender-specific section of the report, with cross-references to the relevant outcome, output or activity.
- Where donor templates are used, information relating to the gender component will be integrated into the relevant section of the document.

Inform changes in intervention logic by gender analysis

- Changes in the project's theory of change or intervention logic should be informed by a gender analysis.
- Where the change affects the gender components of the project, the program team shall consult with IDLO's Senior Gender Advisor.

Ensure gender balance in project implementation

- The project team shall ensure gender balance (implementers, resource persons and beneficiaries) during implementation, unless a specific gender is targeted by the project.

Integrate gender into knowledge generation processes

- Project teams shall ensure that publications use gender-sensitive and gender-inclusive language.
- Project teams shall observe gender balance in the selection of authors and peer reviewers.
- To find and track gender resources across projects, gender-specific keywords/tags shall be added to resource search engines.
- The Knowledge and Product Intake Form will be amended to include a specific box on whether or not the publication is a gender-specific product or will include a gender-specific section. Alternatively, the Research Team shall alert the Gender Team of any knowledge products that is gender-specific or integrates a gender section.

Integrate gender into capacity development

- Program teams shall ensure that gender is integrated into capacity development activities. Specific guidance can be found in IDLO's Training of Trainers Handbook.

How to ensure gender mainstreaming at the project monitoring and evaluation stages

The following steps are essential to ensure gender mainstreaming at the program monitoring and evaluation levels:

Gender-based monitoring

- Program teams shall ensure the collection of sex-disaggregated information.
- Program teams shall ensure gender balance between female and male data collectors, whenever possible. Data collectors must be trained on gender sensitivity.

Program teams shall design and implement project monitoring plans that include gender-specific indicators, linked to IDLO's Strategic Plan and results framework.

- The project monitoring plan shall also ensure that GIP deliverables are adequately monitored.
- The Gender Team will develop additional guidance notes on implementing IDLO's Monitoring Guidelines from a gender perspective.

Gender-sensitive evaluations

- The Evaluation Team shall include gender-specific questions or indicators in designing project evaluations.
- In the terms of reference for evaluators, gender sensitivity and gender expertise shall be among the listed competencies.
- Evaluations shall be carried out in a respectful and gender-sensitive manner.
- Evaluators shall endeavor to collect sex-disaggregated and gender-relevant information.
- Evaluation reference groups shall endeavor to include a gender expert or a member of the Gender Team to ensure inclusion of gender considerations in the evaluation.