



GENDER MAINSTREAMING GUIDELINE



This project is
funded by the
European Union.



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December 2021

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This guideline has been produced within the context of the Civic Space Project. This project is funded by the European Union and implemented by a consortium led by B&S Europe. The contents of this guideline are the sole responsibility of B&S led consortium and do not necessarily reflect the views of the European Union.




PREFACE

This Gender Mainstreaming Guideline is produced by the Civic Space Technical Assistance Project funded by the European Union. One of the Civic Space Project aims is to strengthen the capacities of CSOs and support them in adopting a rights-based approach to advocate for democratic changes, confidence-building measures, and a more enabling environment for civil society.

In this context, a set of guidelines have been developed as a do-it-yourself tool to help CSOs mainstream cross-cutting issues such as accessibility, ecology, gender, rights-based approach, youth and child. These guidelines aim to promote and support CSOs to mainstream rights-based concerns into their policies, planning and daily operations. The guidelines are developed with a participatory approach in which CSOs working on each topic were involved in drafting. An advisory group of CSOs were identified for each cross-cutting topic and were consulted at each stage.

We believe that these guidelines, produced in English and Turkish will be beneficial not only for help desk or Grow Civic beneficiaries of Civic Space, but for all civil society organisations in Cyprus and elsewhere. Furthermore, most of the practical measures proposed in these guidelines are also applicable for corporate and public institutions.

The guidelines on thematic cross-cutting issues are developed as a complementary set, with the rights-based approach providing a general framework for their implementation. However, we designed each thematic guideline in such a way that they can be separated in mainstreaming that specific aspect. As such, you can use this Gender Mainstreaming Guideline to improve your capacity in improving and enhancing gender equality in your organisation.





The guidelines start by providing the international framework and background of the topic, followed by key concepts and a brief introduction to the topic. Then specific applicable measures CSOs can use at policy and strategic levels and at operational levels such as during meetings, events, in the offices, etc. Although aligning your organisation to actualise all measures covered in the guidelines is recommended, you can opt for a step-by-step approach and implement measures one by one. The checklist provided at the end of the guideline can be used to monitor your status. You might even consider making your monitoring results publicly available not only to be in line with the transparency and accountability principles of the rights-based approach but also to encourage other CSOs to make use of the guidelines.

Civic Space aims to periodically improve the guidelines, based on feedback received from CSOs that implement the proposed measures. Such improvement might mean revising and/or adapting a measure or adding a new one. Thereby, we kindly ask you to send us your feedback about the guidelines.

Taking this opportunity, we would like to thank the following CSOs, as the advisory group of this gender mainstreaming guideline, for their valuable input and expertise:

Association of Women to Support Living (KAYAD)
Cyprus Feminist Initiative
Feminist Atelier (FEMA)
Gender Advisory Team (GAT)
Mediterranean Institute of Gender Studies (MIGS)
Think Positive Initiative
Queer Cyprus Association



TRANSNATIONAL FEMINIST ACTIVISM AND GENDER MAINSTREAMING

Gender equality is a perspective that requires proactive and sustainable action to achieve a meaningful change in society. Gender mainstreaming, on the other hand, is a concept that aims to reach and maintain gender equality in all spheres of our lives. The concept of gender mainstreaming was developed through the UN World Conferences that were organized because of the growing number of women's organizations around the world and women's transnational activism. Women's organizations have been increasing since the beginning of the 1970s in terms of numbers and variety. There were grassroots, elite, religious, conservative, lesbian, or secular organizations working for gender equality and mainstreaming. The increase in feminist organizations led to the establishment of an international network of women such as the International Women's Tribune Center (IWTC) and Development Alternatives with Women for a New Era (DAWN) that strengthened older networks such as International Alliance of Women, International Council of Women and International Association of University Women.¹ As a result of the continuous lobbying and advocacy efforts of feminist organizations, General Assembly Resolution 3010² declared 1975 as the "International Women's Year," and the first world conference on women was held in Mexico City in the same year that paved the way for a new era on the global efforts for the advancement of women's rights.³ The first world conference on women established the "UN Decade for Women" which is accepted as a major turning point for the international women's movement.⁴ One of the major outcomes of the first conference was to announce the World Plan of Action to implement the objectives of the International Women's Year and provide guidelines for drafting national actions to successfully implement the objectives adopted within the UN Decade for Women.

¹ Irene Tinker and Jane Jaquette, *UN Decade for Women: Its Impact and Legacy*, (1987) 15 *World Development* 419, p. 426.

² UNGA Res 3010 (XXVII) (18 December 1972).

³ United Nations, 'World Conference of the International Women's Year 19 June - 2 July 1975, Mexico City, Mexico' < <https://www.un.org/en/conferences/women/mexico-city1975> > accessed 10 February 2021.

⁴ Emilie Hafner-Burton and Mark A Pollack, 'Mainstreaming Gender in Global Governance' (2002) 8 *European Journal of International Relations* 339, p. 344.

After the 1975 Conference, four other World Conferences on Women were organized; Copenhagen (1980), Nairobi (1985), Beijing (1995) and New York (2000). Gender mainstreaming was established as a major global strategy in Fourth United Nations World Conference on Women in Beijing.

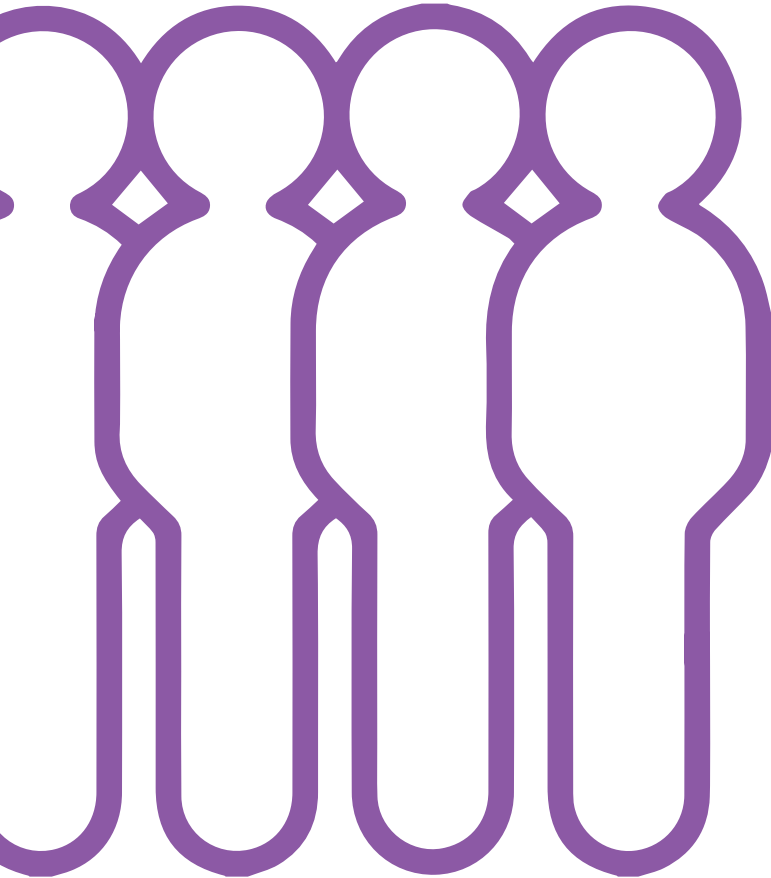
These conferences provided different lobbying opportunities for women's groups around the globe and allowed them to pressure their governments at the same time. In the meanwhile, they also paved the way for the establishment of UN bodies such as the UN Development Fund for Women (UNIFEM) and the UN Division on the Advancement of Women (UNDAW) that later merged into "UN Women."⁵



⁵ UNGA Res 64/289 (2 July 2010).

WHAT IS GENDER?

Gender is socially constructed roles, behaviors, activities and attributes that a given society considers appropriate for individuals based on the sex they were assigned at birth.⁶



WHAT ARE THE GENDER ROLES?

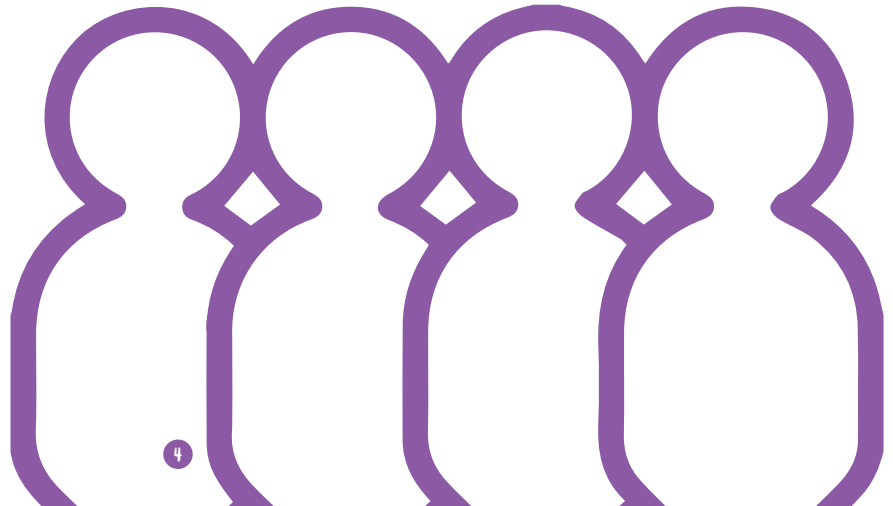
Gender roles are designed within a binary form, and they are the set of stereotypes and behaviors defined for masculine and feminine in society. The feminine is regarded as inferior, whereas the masculine is superior. Gender roles are expectations on how one should act, dress, feel, or have a career. Gender roles create stereotypes on both men and women. Within these stereotypes, men are expected to be active, aggressive, and strong, whereas women are supposedly passive, naïve and soft. Similarly due to these stereotypes, men are easily accepted as the leaders of a group and/or their power or dominance are normalized. In contrast, women's active engagement and leadership are still not respected or easily accepted.

⁶ International Organization for Migration (IOM) and UN High Commissioner for Refugees (UNHCR), Terminology Guidance – Glossary of Terms, <https://lgbti.iom.int/sites/default/files/LGBTI_Glossary_2017.pdf> accessed 30 August 2021.

WHAT IS GENDER MAINSTREAMING?

Currently the concept of gender mainstreaming has different definitions and emphases. While the former definitions made by such as UN Conference in Beijing, UN Economic and Social Council (ECOSOC) and European Council are still valid, the concept continues to evolve. The EU Gender Equality Strategy 2020-2025 defines gender mainstreaming as "including a gender perspective in all policy areas, at all levels and all stages of policy-making". In addition, it is also emphasised that "The Commission will enhance gender mainstreaming by systematically including a gender perspective in all stages of policy design in all EU policy areas, internal and external. The strategy will be implemented using intersectionality - the combination of gender with other personal characteristics or identities, and how these intersections contribute to unique experiences of discrimination - as a cross-cutting principle".

This guide is drafted to assist CSOs to mainstream gender in their areas of work. It is hoped that it shall provide guidance for organizations mainstreaming gender and shall continue to develop in the future according to the experiences in the field. Please note that all the references to men, women and non-binary persons in this guide include boys, girls and non-binary children.





GENDER MAINSTREAMING MEANS

- Being aware of the current gendered power relations that cause discrimination and gender-based violence
- Implementing constant action for transforming the traditional gender roles and promoting equality
- Considering the different impacts on women and LGBTI+s' in every step of your organizational policies, activities and projects
- Ensuring that the actions taken by the organization do not reinforce the patriarchal norms and traditions
- Ensuring that the experiences and demands of all people from diverse gender identities and sexual orientations are acknowledged and fully respected
- Creating safe spaces for women and LGBTI+s to express themselves and engage with your organization freely
- Intersectional approach that considers different experiences from diverse backgrounds and understanding the challenges faced by each

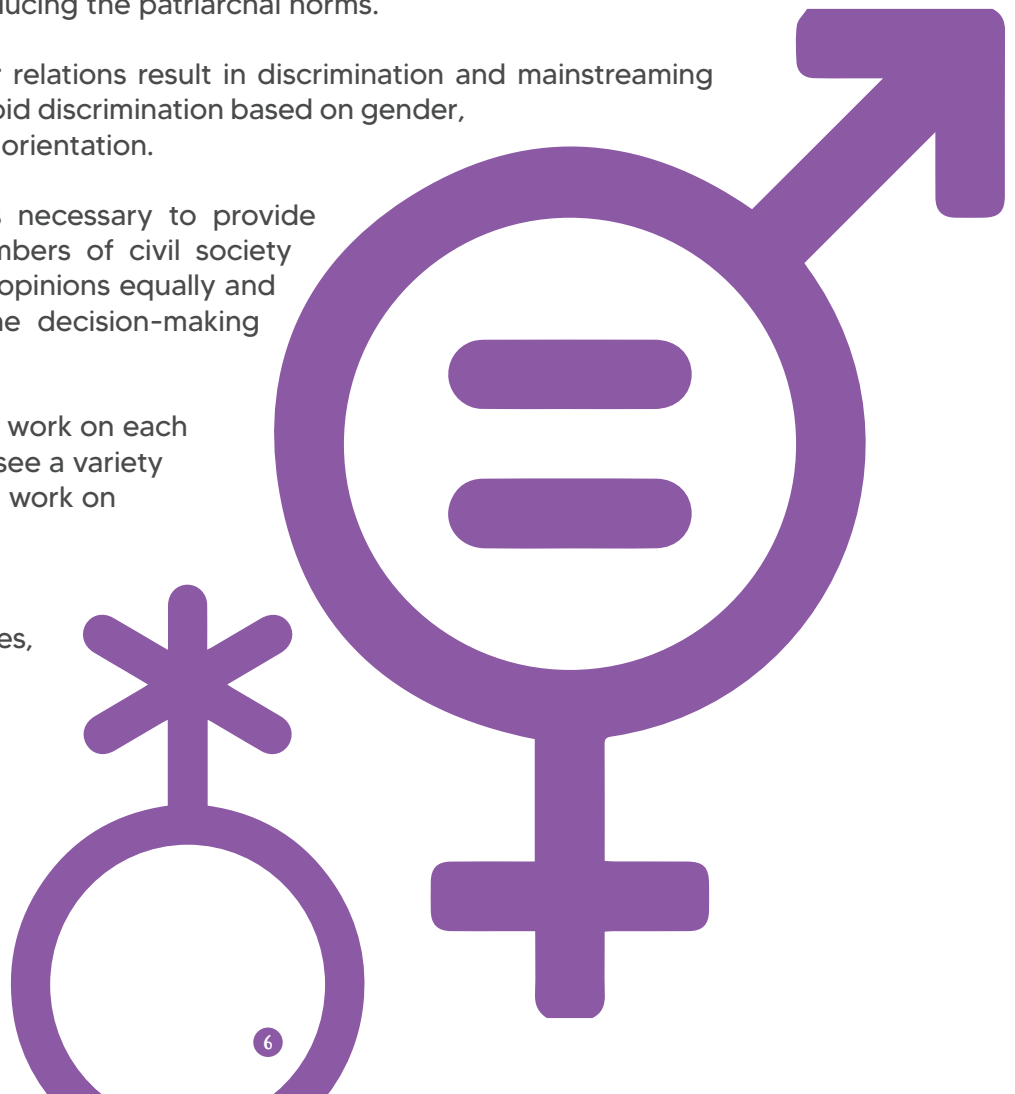
GENDER MAINSTREAMING DOES NOT MEAN



- "Add women and stir" approach that merely focuses on increasing the number of women involved in your organization
- It is a women's issue that only women should take action about
- Only women will benefit from it
- Having well-written statements on gender equality and not implementing them

WHY GENDER MAINSTREAMING?

- Civil society organizations serve the public's general interest via a democratic process and bridge public authorities and people. They are the voices of the people and they need to provide equal opportunities to everyone in your organization to make sure that everyone's voices are being heard and their demands are understood.
- Civil society organizations have a transformative impact on society and they are responsible for not reproducing the patriarchal norms.
- Unequal gendered power relations result in discrimination and mainstreaming gender is necessary to avoid discrimination based on gender, gender identity, or sexual orientation.
- Gender mainstreaming is necessary to provide a safe space for all members of civil society organizations, value their opinions equally and incorporate them into the decision-making bodies.
- It is important to hear and work on each person or group's needs, see a variety of experiences faced, and work on possible solutions.
- To be able to analyse different impacts of policies, regulations, and activities implemented by CSOs on women and LGBTI+s and refrain from implementing any of them if they reimplement the unequal gendered power relations.





GENDER MAINSTREAMING AND LGBTIQ+ RIGHTS

From an intersectional standpoint LGBTIQ+ rights and movement cannot be separated from efforts of gender mainstreaming. Because gender as a concept is often understood as an opposing binary, the efforts may tend to focus specifically on the needs and conditions of men and women. However, the subject of gender mainstreaming should also include those who are affected subjectively through their minority, non-traditional, diverse identification. Thus, the LGBTIQ+ movement is inseparable from gender mainstreaming efforts and should be in the essence of the concepts and efforts.

WHERE SHOULD GENDER BE MAINSTREAMED?

The gender mainstreaming efforts are not limited to specific institutions or organizations. It is expected that all public institutions and regional and international bodies shall work in this area. In addition, privately owned companies, businesses, and non-profit organizations such as CSOs all are responsible for mainstreaming gender in their working areas.

HOW CAN GENDER MAINSTREAMING BE ACHIEVED?

Gender mainstreaming requires consistent and sustainable action to achieve society change towards gender equality. The main aim of gender mainstreaming is to involve gender perspective in different areas such as policy development, organizational culture, planning, resource allocation, management, advocacy efforts, legal development and implementation and monitoring of projects. There are various attempts in different sectors to mainstream gender and below are the two examples of how gender mainstreaming can be achieved via international or regional bodies.



EU GENDER EQUALITY STRATEGY 2020-2025

The EU Gender Equality Strategy 2020-2025 provides policy objectives and actions to reach gender-equal Europe by 2025. The strategy has dual objectives, one is mainstreaming and the other is an intersectionality approach that is a horizontal principle for the implementation. The European Commission has shown its dedication to having a gender perspective in all EU policy areas from digital transitions to climate change, in this strategy document. The document addresses gender-based violence, gender-equal economy, gender-balance in decision-making bodies, women's empowerment.⁷

⁷ For more information on the EU Gender Equality Strategy 2020-2025, please check: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2020%3A152%3AFIN>

GENDER AND SUSTAINABLE DEVELOPMENT GOALS (SDG)

The UN Member States adopted the 2030 Global Agenda for Sustainable Development to strengthen world peace, create a sustainable environment for all, and reduce poverty worldwide.⁸ Countries worldwide are committed to SDGs that provide a road map on prioritizing progress on different topics that lie at the heart of sustainable development. SDGs include specific and determined targets that are urgent to progress, such as ending poverty, hunger, climate crises, AIDS, and discrimination. The 17 SDG goals and 169 targets outlined under the Agenda show us the UN's vision for the world.⁹ Goal 5 explicitly addresses gender equality and it has 9 targets that specify the goals and 14 indicators that assist in measuring whether these targets are achieved. The targets include fundamental aspects of gender inequality such as violence, discrimination, forced marriage, female genital mutilation, women's full and effective participation in decision making and empowerment of women and girls. In addition, gender dimension is also added under the indicators for other goals such as: Goal 1 (End poverty in all its forms everywhere), Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all) and Goal 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). The UN monitors the progress made towards gender equality and assesses whether the targets and indicators are met globally and regionally.¹⁰



⁸ For more information on SDGs please check: UNDP, 'What are the Sustainable Development Goals?', <<https://www.undp.org/sustainable-development-goals>> accessed 15 October 2021.

⁹ UN Department of Economic and Social Affairs, 'Transforming our world: the 2030 Agenda for Sustainable Development' <<https://sdgs.un.org/2030agenda>> accessed 15 October 2021.

¹⁰ UN Department of Economic and Social Affairs, 'Progress on the Sustainable Development Goals: The Gender Snapshot 2021' <<https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2021/progress-on-the-sustainable-development-goals-the-gender-snapshot-2021-en.pdf?la=en&vs=1057>> accessed 15 October 2021.





MEASURES FOR MAINSTREAMING GENDER IN YOUR ORGANIZATION

This guide is a practical tool for CSOs to work on mainstreaming gender in their organizations. The measures are not an end-list and on the contrary, they are just the starting point for CSOs to begin implementing gender mainstreaming policies. It is expected that the measures shall be developed through time with the feedback that will be received from CSOs.

MEASURE 1

GENDER AWARENESS

The first measure to mainstream gender is being aware of the basic terms used in gender. Below are some important terms that you can start creating awareness on in your organization.

GENDER: Socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for individuals based on the sex they were assigned at birth.¹¹

GENDER IDENTITY: Each person's deeply felt internal and individual experience of gender, which may or may not correspond with the sex they were assigned at birth or the gender attributed them by society. It includes the personal sense of the body (which may involve, if freely chosen, modification of appearance or function by medical, surgical or other means) and expressions of gender, including dress, speech and mannerisms.¹²

GENDER EQUALITY: Equal rights, responsibilities and opportunities for all people regardless of their gender.¹³



¹¹ International Organization for Migration (IOM) and UN High Commissioner for Refugees (UNHCR), Terminology Guidance - Glossary of Terms, <https://lgbti.iom.int/sites/default/files/LGBTI_Glossary_2017.pdf> accessed 30 August 2021.

¹² Ibid.

¹³ This definition is developed from the glossary of European Institute of Gender Equality <<https://eige.europa.eu/thesaurus/terms/1168>> accessed 30 August 2021.

GENDER-BASED VIOLENCE: Harmful acts directed at an individual based on their gender. It is rooted in gender inequality, the abuse of power and harmful norms. Gender-based violence can include sexual, physical, mental and economic harm inflicted in public or in private. It also includes threats of violence, coercion and manipulation.¹⁴

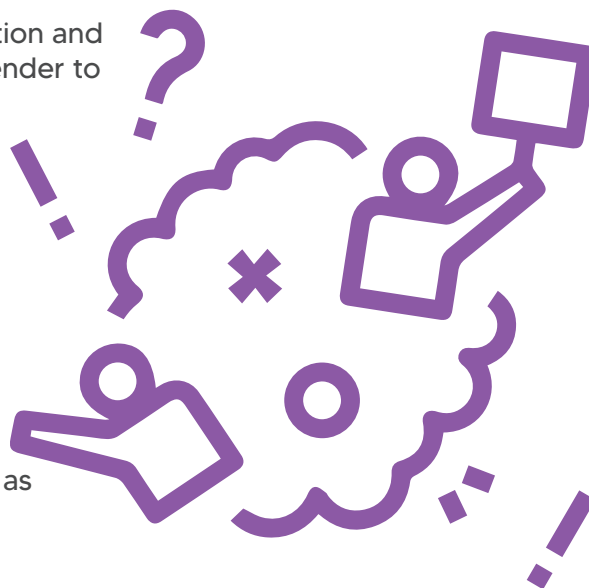
GENDER ANALYSIS: The study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc., between different genders.¹⁵

GENDER EXPRESSION: The external manifestation of one's gender identity expressed through one's name, pronouns, "masculine", "feminine" or gender-variant behavior, clothing, haircut, voice or bodily characteristics. Society identifies these cues as masculine and feminine, although what is considered masculine and feminine changes over time and varies by culture.¹⁶

GENDER/SEX DISAGGREGATED DATA: The collection and separation of data and statistical information by gender to enable comparative analysis/gender analysis.¹⁷

SEXUAL ORIENTATION: Each person's enduring capacity for profound romantic, emotional and/or physical feelings for, or attraction to, person(s) of a particular sex or gender. Encompasses hetero-, homo- and bi-sexuality and a wide range of other expressions of sexual orientation.¹⁸

LGBTI+ : An acronym for lesbian, gay, bisexual, transgender and intersex persons that is also used as shorthand for persons of diverse sex, sexual orientation and gender identity.¹⁹



¹⁴ UN High Commissioner for Refugees (UNHCR), Gender Based Violence, <<https://www.unhcr.org/gender-based-violence.html>> accessed 30 August 2021.

¹⁵ This definition is developed from the Guide for Gender Mainstreaming the Actions of Civil Society Organizations: Victoria Gkermotsi, Nafsika Moschovakou and Matina Papagiannopoulou, Guide for Gender Mainstreaming the Actions of Civil Society Organizations, (2017) Bodossaki Foundation.

¹⁶ International Organization for Migration (IOM) and UN High Commissioner for Refugees (UNHCR), Terminology Guidance - Glossary of Terms, <https://lgbti.iom.int/sites/default/files/LGBTI_Glossary_2017.pdf> accessed 30 August 2021.

¹⁷ Victoria Gkermotsi, Nafsika Moschovakou and Matina Papagiannopoulou, Guide for Gender Mainstreaming the Actions of Civil Society Organizations, (2017) Bodossaki Foundation.

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¹⁹ Ibid.

MEASURE 2

GENDER ANALYSES

Gender analyses are necessary to understand the current awareness level of the organization as well as the challenges and barriers to reaching gender equality. The analyses are necessary to show you the roles of men, women, and non-binary persons in your organization and the power dynamics between them. Qualitative and quantitative data shall be collected to see the full picture and compare your results while continuing to progress for gender mainstreaming. Below you can find the suggestions for the collection of such data ideally. However, it is totally understandable that you may lack the capacity in terms of time and resources to collect both quantitative and qualitative data at the same time. In that case, you can merely focus on collecting the quantitative data (explained below) via digital tools such as Survey Monkey and then organize meetings with your members, employees and volunteers to discuss the barriers against gender equality in your organization. The questions should at least address equal participation in decision-making bodies, equal opportunities and safer spaces for everyone in your organization. You can tailor the questions according to your organizational context. It is expected that such meetings are held in safer spaces (explained under Measure 6). The discussions provide the necessary information on understanding the main barriers against gender equality in your organization. This activity is necessary for you to understand the main challenges faced by the members or employees of your organization and identify their needs to begin to work on possible solutions through gender mainstreaming.

Firstly for gender-sensitive programming, gender, origin and age disaggregated data are at least necessary. It is no longer recommended to collect gender data only based on men and women, since it is binary and not inclusive for non-binary (gender non-conforming) people. Therefore, you need to be able to collect the data that is inclusive for everyone and provides the opportunity to identify themselves freely. There are some important challenges that needs to be tackled while collecting data:

- Remember that some people may not be willing to give information on their gender identities.
- Provide the following options for answering the "What's your gender?" question: Female, Male, Non-binary, Prefer not to say.
- Intersectionality is an important part of analysing gender data. A person's gender identity mostly intersects with other types of discrimination specific to sexual orientation, class, ethnicity, citizenship status, disabilities, etc.

Quantitative data can be collected from all members and employees of the organization through an online survey. The survey must include clear, close-ended questions and each participant must be anonymous to make sure that each participant feels comfortable and share their information. Be careful not to be biased in any of the questions towards a particular answer and that your language is gender-neutral. The survey should receive at least the following data; age, ethnicity, position in the organization, gender, gender identity and/or sexual orientation, income level, region, language, disability and citizenship status. It is no longer recommended to collect gender data only based on men and women, since it is binary and not inclusive for non-binary (gender non-conforming) people. Therefore, you need to collect inclusive data for everyone and provide the opportunity to identify themselves freely. Hence, provide the following options for answering the "What's your gender?" question:



Since Cyprus is a small island, be aware of any challenges you may face regarding anonymity. If a particular question has the risk of revealing who the participant is, consider removing that question from this survey and plan another survey or any other method to receiving the information of the question that you removed (e.g., If asking the participant's region might reveal their identity, remove that question from this survey and make another survey only targeting to receive the regional information of your members). Make sure that for each of the questions, the participants have the option not to answer. After collecting all the answers, segregate the data into men, women, and non-binary persons. This will allow you to see the main needs of your members or employees. For instance, if you realize that the income level is less for women and non-binary persons, you think about how your organization can address this problem and maybe work on awareness-raising activities or advocacy to provide equal opportunities and treatment for all. If the salary difference is within your employees, you need to take immediate action to remove the gap between men and women and non-binary persons. Another example might be the number of persons that identify themselves as gay, lesbian or bisexual and their positions in your organization. If you realize that cis-heterosexual individuals largely occupy the decision-making bodies then this is also an issue that you need to focus on while mainstreaming gender in your organization. Once the quantitative data is collected, start planning for the **qualitative data** collection. Even if your organization has an equal number of members from each gender, this is not an indicator of gender equality. Collecting the quantitative data is only the first step since it provides only the statistical data and brief information about your members. Being able to realize the gender inequalities requires further work, in which you would be able to identify the unequal power relations and discrimination. One-on-one interviews or focus groups meetings are the methods that can help you to collect further data.



BELOW ARE SOME QUESTIONS YOU CAN ASK DURING THE MEETINGS:

- **Do the employees of the organization with similar positions have the same roles and responsibilities? Do you realize any differences due to their gender, sexual orientation, or gender identity?**
- **Are people from different genders equally treated in the workplace? Do they all have the right and power to oppose or negotiate on conflicted matters?**
- **Are people of different genders or sexual orientations equally consulted and involved in decision-making and programmatic work?**
- **Do you think that women, non-binary individuals or LGBTI+s are equally participating in the meetings? Do they actively engage in the topics discussed and express their opinions without interruption?**
- **Do you observe male dominance in the meetings or activities implemented by your organization?**
- **Do you think that everyone in your organization is held accountable for their action regardless of their gender?**
- **Do you think that equal opportunities are provided to everyone in your organization on employment or part of the decision-making bodies?**
- **Do you think that activities implemented by your organization such as trainings, panels or workshops provide equal opportunities for everyone?**

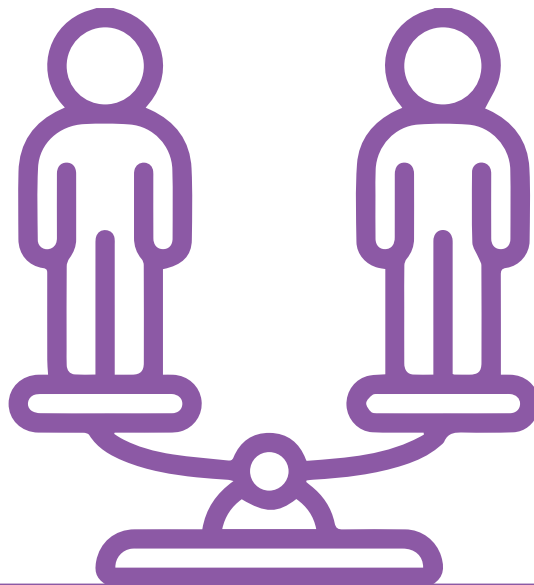


Please note that these questions are only suggestions and you can tailor each of them according to your organization. It is expectable that some members would not feel confident or safe to express their experiences or opinions in face-to-face meetings. Hence, after completing the qualitative data collection, if you think that you could not reach the number of members you initially targeted, you can collect further information by appointing volunteers who observe meetings and activities your organization reports their observations. The volunteers would need to consider the engagement of women and LGBTI+s with your organization, whether they feel safe to express their opinions, if their opinions are taken into consideration seriously or if they work on an equal basis with the other members. They can later report their observations and all the results come together to form one coherent analyses paper. The gender analyses will help you see the weaknesses and/strengths of your organization in regards to gender equality. It will allow you to decide on which areas to focus on to begin further planning for gender mainstreaming.

MEASURE 3

DRAFTING POLICIES OR STRATEGIES ON GENDER EQUALITY OR REVISING THE CURRENT ONES FROM A GENDER EQUALITY PERSPECTIVE

Public commitment to gender equality that would include what gender equality and gender mainstreaming means for your organization is important. The commitment for gender mainstreaming might be made in a format of a policy paper, declaration, or included in the organization's formal regulation under the objectives. After expressing the commitment, a gender mainstreaming strategy might be developed according to the gender analyses explained above. The strategy should cover your organization's objectives and the practical steps you wish to make for gender mainstreaming. For instance, if you think that according to the gender analyses results, your organization does not provide equal opportunities for everyone in employment or decision making, then you would need to discuss immediate action to change this. The immediate action might be new rules or activities such as introducing a temporary quota regulation, implementing training on gender equality, or organizing activities for increasing gender awareness.

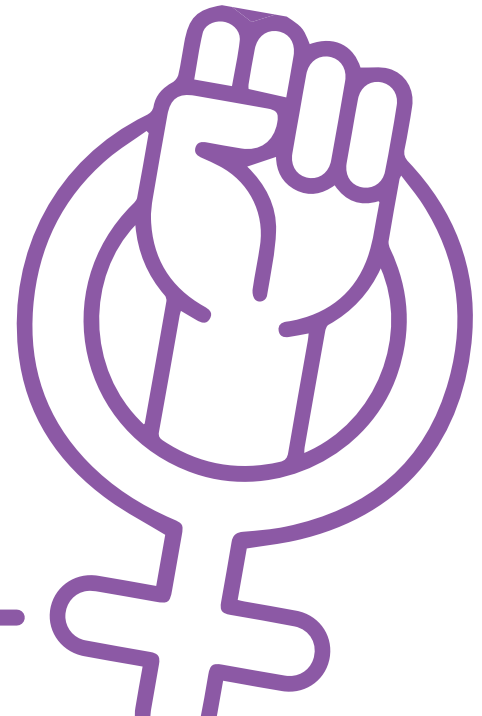


MEASURE 4

GENDER-SENSITIVE LANGUAGE AND COMMUNICATION

Communication is an essential part of civil society work since it is a way to increase awareness of their working areas, describe their activities to the general public, and attract supporters for their actions. The language and visuals we use to convey our message are important since they are both strong tools that reproduce patriarchal beliefs and stereotypes in our daily lives.

- The communication materials such as social media visuals, brochures, booklets, posters etc. should never be prepared in a way that reproduces traditional gender roles (e.g., Women represented as mothers/wives and men as the breadwinners).
- The communication materials should be inclusive and diverse. Make sure that the visuals represent gender diversity.
- Do not use gender-biased language: there are many phrases or words that depict women or LGBTI+s as inferior, weak, or incapable. Do not use such language and rather, encourage using phrases or words that are gender-neutral or empower women or LGBTI+s.
- Empower women and LGBTI+s: e.g., women are represented as mothers or wives according to, traditional gender roles, but you can create visuals that represent women as politicians and decision-makers.
- Do not victimize women and LGBTI+s: e.g., women are illustrated as being the victim, we see images as women crying or women with injuries. Avoid using such images and make sure that you use images that empower women and LGBTI+s and show their strength and agencies.



MEASURE 5

GENDER EQUALITY IN PROJECT DEVELOPMENT AND IMPLEMENTATION

Gendered power relations are present in different fields and areas. You must consider this in every area of your work. Even if you do not primarily develop a project on gender, make sure that you analysed the gender dimension of your project well.

1 { Begin your action/project design with a gender analysis that will support assessing the effect of activity on women, men, and LGBTI+ and gender relations. The gender analysis will help to highlight the inequalities that are socially constructed and reinforced by different actors and policies. It can be used to ensure that actions do not disadvantage men, women, and LGBTI+, enhance the sustainability and effectiveness of actions, or identify priority areas to promote equality.

3 { Design your activities by considering the needs of men, women and LGBTI+s. The time, methods and spaces should be inclusive for everyone. Encourage them to explain their concerns or past experiences. Some women, for instance, might not feel comfortable attending late-night activities or some of the LGBTI+s and women may not have cars, so it would be better to organize an event in the centre of the city.

2 { Decide on your target groups by considering the vulnerabilities of women and LGBTI+s.

4 { Consult women and LGBTI+s during the project development on how the action will impact them and improve it.

5 { Try to introduce activities that empower women and LGBTI+s.

6 { Think about the risks of your action from a gender perspective.

7 { Make sure that you segregate all the data received throughout the project according to gender.

8 { Try to receive service from various persons during project implementation. Make sure that there is a gender balance.

9 { Invite women and LGBTI+s as speakers in your panels or conferences. Always make sure that there is a gender balance.

10 { Establish your steering committee or monitoring body with a gender balance.

11 { Periodically provide training to your project implementation team on gender equality and help them increase their awareness on gender mainstreaming.

12 { Add questions on gender in the evaluation forms after completing each of your activities. For instance you can ask if the participants think that there was a gender balance in the activity or if women and LGBTI+s had enough safe space and opportunity to actively engage with the group. Encourage participants to provide their opinions so that you can improve your project implementation.



MEASURE 6

SAFER SPACES FOR EVERYONE

- Make people accountable for sexist, homophobic, transphobic, racist, or any kind of discriminatory behavior or any kind of violence.
- Establish disciplinary bodies that can be reached easily and safely by all members of your organization.
- Make sure that the disciplinary bodies mainstream gender equality in their action.
- Respect privacy. Make sure that you receive consent before taking any pictures or making recordings of the event.
- Do not share the personal information of the attendees without receiving consent.
- Try to provide equal time for people to speak and express their opinions. Do not allow some participants to talk for so long that it causes the others not to speak.
- Use signs, flags, stickers, posters, etc., on gender equality and show your commitment to gender mainstreaming.



MEASURE 7

ORGANIZATIONS AND MEETINGS

Every event should be gender-responsive. This applies to every event organized by your organization, if the main topic is gender or not. The aim is to mainstream gender by both considering the content being discussed and logistics and facilitation.

- Decide on a venue that is accessible and safe for everyone.
- Ask for child care facilities in the venue or nearby. If it does not exist, try to provide child care as an organization with the assistance of volunteers or paid childcarers. Offer this support to all participants, including men, women and non-binary persons.
- Try to include at least one person in the organization team that has good knowledge of organizing gender-responsive events.
- Make sure that the language or visuals used for the invitation or social media event pages are gender-neutral.
- Ask the pronoun (she/he/they/ze) of the participants before the event or meeting begins to ensure that everyone is referred with their correct pronouns. For online meetings, for instance, you can ask the participants to write their pronouns next to their names before the meeting begins.
- Make sure that there is a gender balance amongst the people being invited.
- Check if the timing of the event enables everyone to attend the meeting.
- Consider gender balance in speakers, moderators or trainers. Especially the moderators should be able to consider gender and allow women and LGBTI+s to express themselves while avoiding mansplaining.
- Review the training content, presentation, speech or reading materials, etc. that shall be used during the event. Make sure that the language or visuals used do not reproduce gender stereotypes.
- Receive each participant's feedback at the end of the event and make sure that you ask about the gender dimension.
- Consider the feedback from participants very seriously and start planning for improvement in the forthcoming events.

MEASURE 8

AWARENESS-RAISING ACTIVITIES



- Periodically organize awareness-raising events such as movie screenings, workshops, outdoor activities to create awareness amongst the employees and members of your organization.
- Collaborate with organizations that primarily work on gender equality and try to co-organize events with them or join the events organized by them.
- Share posts on gender equality from your social media accounts on special days such as the 8th of March World Women's Day or 25th of November, International Day for the Elimination of Gender Violence Against Women.
- Covid-19 pandemic had a negative impact on gender equality and groups such as women, LGBTI+s and non-binary persons have been facing challenges since the beginning of the pandemic. Consider the negative impact of such crises from a gender lens and raise awareness or support the awareness-raising efforts.

MEASURE 9

PERIODIC TRAININGS



- Design periodic trainings in collaboration with organizations that work on gender equality.
- Focus on different themes in each training, such as gender-based violence, gender discrimination, rights of LGBTI+s and sexual harassment, depending on your organization's needs.

MEASURE 10

SHOW SOLIDARITY AND BUILD PARTNERSHIPS



- Build partnerships with organizations working on gender equality. Follow their agenda and support their actions.
- Be a part of networks or platforms on gender equality.
- Increase collaboration efforts with organizations working on gender equality, especially in crises such as the Covid-19 pandemic.

GENDER MAINSTREAMING CHECKLIST

The following checklist includes compliance items for each measure covered in the Guideline. For each item, the checklist allows you to consider if it is implemented in your organisation or not. If it is not implemented, you leave that line of the checklist blank. However, if your CSO complies with the relevant item, then the checklist allows you to assess if it is partially or fully implemented.

The long-term end goal for achieving a comprehensive gender mainstreaming in any given organisation is to have all items fully implemented. However, this requires resources such as time, knowledge, and expertise and hence should be a tailor-made process for each organisation. Thereby, first and foremost, we recommend that you use this checklist to assess where your CSO stands regarding gender equality. Following this initial assessment, and based on your resources, you can then develop a strategy (as recommended in item #13 of the checklist) in which you identify short- and long-term goals to improve gender equality mainstreaming in your CSO.

MEASURES FOR GENDER EQUALITY MAINSTREAMING

MEASURE 1: GENDER AWARENESS	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
1. Members of the main bodies and employees have received a training on gender concepts and are aware of them		
2. Members of the main bodies, employees, volunteers and members have all received at least one gender awareness training		
3. Periodic trainings and/or seminars and awareness raising activities (seminars, conferences, film-screenings, etc.) on gender are being held		
MEASURE 2: GENDER ANALYSIS	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
4. Periodic anonymous surveys are conducted amongst members, employees and volunteers to assess challenges, obstacles or expectations regarding gender equality		
5. The surveys include questions regarding access to decision-making, equal opportunities, safe spaces, etc.		
6. The surveys include at least the following data: age, ethnicity, position in the organisation, gender, gender identity and/or sexual orientation, income level, region, language, disability and citizenship status		
7. One-on-one interviews and/or focus group meetings are periodically held to collect qualitative data on gender equality (see a set of sample questions you can use on page 17 of the Gender Mainstreaming Guideline)		
8. Volunteers with gender knowledge are appointed to observe ongoing meetings, operations and activities to see the engagement of women and LGBTI+s and report their observations		
9. Data collected via the survey, interviews and/or focus groups, and/or observation is analysed and recommendations provided		
10. Relevant improvement in line with the recommendations of item #9 are integrated into policies/strategies of the organisation (see measure 3)		

MEASURE 3: POLICIES & STRATEGIES	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
11. Gender equality commitment is acknowledged in the statute/principles/mission statement		
12. Gender equality commitment is acknowledged in the form of a separate policy paper		
13. A gender mainstreaming strategy (including but not limited to the below measures) is developed and being implemented		
14. Equal pay is ensured		
15. Positive measures (e.g., quotas, incentives) for gender equality are in place		
16. Equal gender distribution is in place in the decision-board and other bodies as well as within employees, volunteers		
17. Personal rights and benefits are differentiated to address diverse needs based on gender, sexual orientation and gender identity		
MEASURE 4: GENDER SENSITIVE LANGUAGE & COMMUNICATION	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
18. Gender-sensitive language guidelines exist and followed		
19. Communication materials do not re-produce traditional gender roles (e.g., depicting women not primarily as wives or mothers but as decision-makers, politicians, breadwinners or men as caretakers of children or house-chores)		
20. Communication materials are inclusive and represent gender diversity		
21. Gender-neutral/inclusive and empowering language is used instead of biased phrases that depict women or LGBTI+s as inferior, weak or incapable		
22. Empowering visuals showing the agency and strength of women and LGBTI+s should be used instead of images illustrating them as victims (e.g., crying, with injuries, helpless)		

MEASURE 5: PROJECT DESIGN & IMPLEMENTATION	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
23. Gender analysis is conducted during the project design stage to identify gender inequalities and possible effects on women and LGBTI+s with all their diversity		
24. Activities are designed by considering diverse gender needs: times, spaces, methods of activities		
25. The data compiled during project implementation is segregated according to gender with all its diversity		
26. Gender balance in the project steering committee is ensured		
27. Project progress and final reports reflect gender diversity and differences in project implementation		
28. Gender diversity is sought amongst service providers		
MEASURE 6: SAFER SPACES	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
29. Measures are in place to make people accountable for sexist, homophobic, bi-phobic, transphobic, racist or any kind of discriminatory language, behavior, harassment and/or violence		
30. Ethic or disciplinary bodies/mechanisms exist to report discriminatory behavior that are safely accessible by all members and employees		
31. Right to privacy is ensured for all: consents of everyone involved for taking photos, recording online events or interviews, sharing personal information with third parties, etc. are always received		
32. Equal time and opportunity are provided for women, men and non-binary individuals to express their opinions		
33. Signs, posters, symbols, etc. illustrating commitment to gender equality is used in institutional spaces (e.g., office, website, Facebook page)		

MEASURE 7: EVENTS & MEETINGS	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
34. Venue and timing that are selected enables the participation of all genders, are accessible and safe for all		
35. Child-care services are ensured in the venues (or somewhere close by) offered to participants including women, men and non-binary persons.		
36. At least one person in the event organisation team has good knowledge of gender issues		
37. Female, male, non-binary options as well as she, he, they, ze pronouns are all provided together with a “prefer not to say” option on all event/meeting forms or documents		
38. Gender balance is sought and ensured for event invitees and speakers/moderators/trainers		
39. Measures in place against potential sexist, discriminatory presentations, comments or behavior (e.g., mansplaining) made during the events		
40. Feedback from participants is received and analysed in such a way to include gender dimension		
MEASURE 8: AWARENESS RAISING	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
41. Joint events are organized with CSOs that primarily work on gender equality		
42. Social media posts or other types of communication materials are designed/posted on special days (e.g., 8 March, 25 November) to acknowledge and support gender equality		

MEASURE 9: PERIODIC TRAININGS	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
43. Periodic trainings in collaboration with CSOs that primarily work on gender equality are designed and conducted		
44. Different themes, (e.g., gender-based violence, gender discrimination, gender empowerment, rights of LGBTI+s and sexual harassment), depending on your organization's needs are covered in each training		
MEASURE 10: SOLIDARITY & PARTNERSHIPS	PARTIALLY IMPLEMENTED	FULLY IMPLEMENTED
45. Continuous efforts are in place to build collaboration with CSOs primarily working on gender equality		
46. Speakers/trainers from CSOs primarily working on gender equality are invited to trainings and other events		
47. Membership to platforms/networks on gender equality is ensured		
48. Social media accounts of CSOs working on gender equality are followed and their campaigns are supported		

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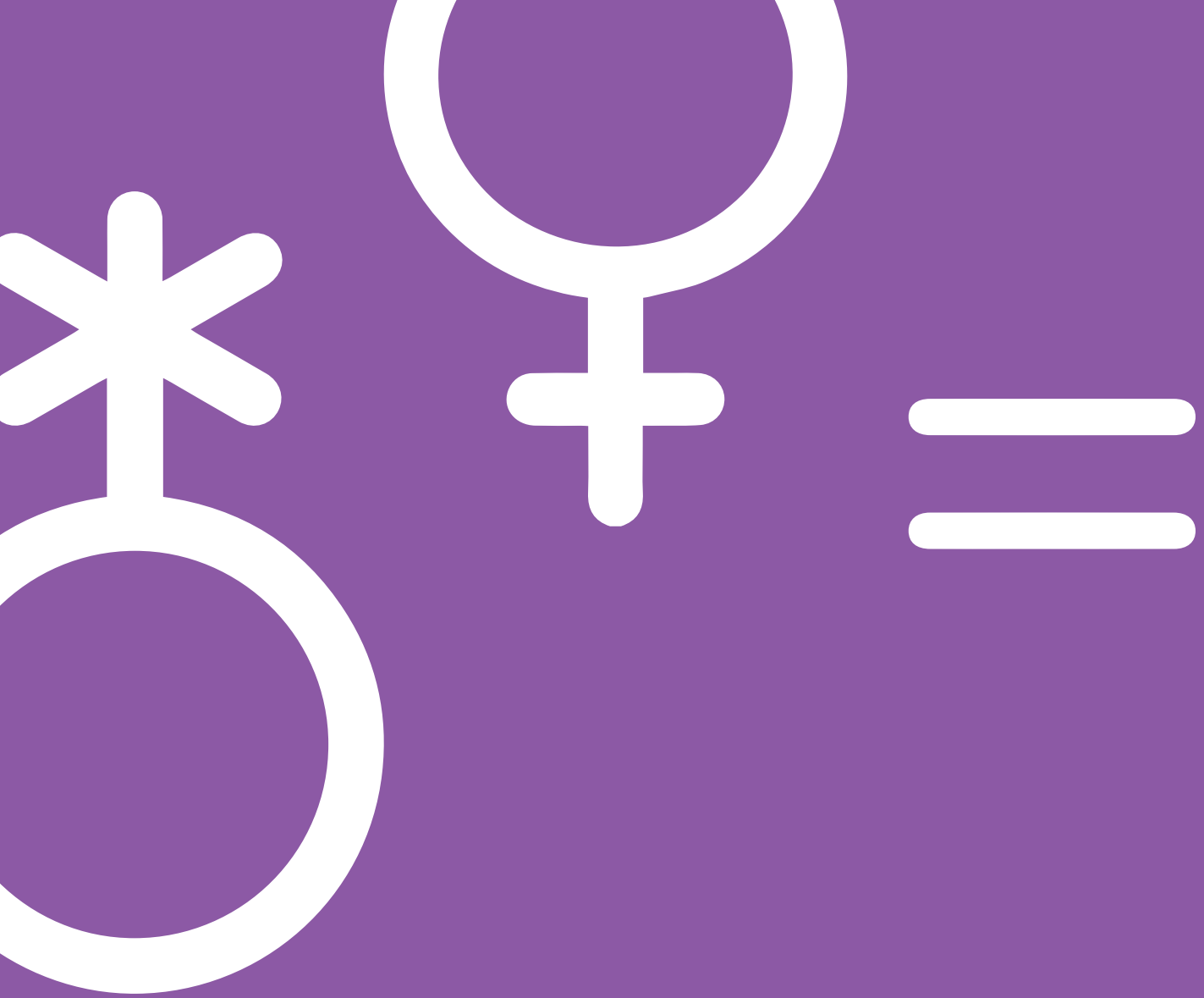


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This project is
funded by the
European Union.

