Session 3

Gender Action Plans:
A Step-by-Step Approach

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**REGULATORY COOPERATION
AND STANDARDIZATION POLICIES**

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Introduction – agenda and objectives

Our flight plan:

o Defining a Gender Action Plan (GAP) (15')

o A GAP as an instrument for Gender Responsive Standards (15')

o Presenting the different steps of a GAP (20')

o Steering stakeholders' participation and engagement (10')

o Achieving sustainable results (10')

Defining a Gender Action Plan

A **Gender Action Plan** consists of a set of actions aiming at:

❑ Conducting audits of procedures and practices to identify gender bias

❑ Identifying and implementing innovative strategies to correct any bias

❑ Setting targets and monitoring progress via indicators

A GAP is an instrument for implementing gender mainstreaming, usually at the level of an organization or policy area. It is instrumental to context-specific goals, such as achieving **gender responsive standards.**

Defining a Gender Action Plan

A Gender Action Plan includes **a set of actions with different degrees of complexity.** The set of actions should articulate a **strategic view** aimed at achieving gender equality in the organisation.

A Gender Action Plan **is not**:

o The mere list of general objectives without specific actions and monitoring

o A broader strategy or plan including a gender dimension among others (e.g. a diversity or anti-discrimination plan)

o A communication instrument without proper enforcement mechanisms

Defining a Gender Action Plan

Higher **GAP standards** have been developed in certain fields, such as R&I, where the European Commission enforces mandatory process requirements for GAP

Public document
- Formal document
- Signed by top management
- Published on the institution's website
- Disseminated through institution

Dedicated resources
- Funding for gender equality positions or teams
- Reserved time for others to work on gender equality

Data collection and monitoring
- Data on sex or gender of staff across roles and leadership
- Annual reports and evaluation of progress and outcomes

Training and capacity building
- Whole organisation engagement
- Tackle gender biases of people and decisions
- Joint action on specific topics

European Commission

An instrument for gender-responsive standards

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A GAP will deliver better, more far-reaching outcomes if embedded in a notion of **structural or institutional change** which is:

- ✓ **Participatory** (stakeholders are involved in its design and implementation)
- ✓ **Holistic** (women's participation *and* gendering processes & structures)
- ✓ **Inclusive** (different groups' realities and needs are addressed)
- ✓ **Visible** (GAP activities and outcomes are visible)
- ✓ **Flexible** (the GAP is adapted to context and windows of opportunity)
- ✓ **Sustainable** (skills and resources are made available and institutionalized)

An instrument for gender-responsive standards

WHO? ➡ **Gender inclusive committees and processes**

❑ **Baseline:** comprehensive sex-disaggregated data about participation

❑ **Actions:**

- ✓ Measures aimed at increasing the pool of potential standard-setters
- ✓ Measures aimed at recruiting women in standardization committees
- ✓ Measures aimed at fostering inclusive facilitation of committees
- ✓ Measures aimed at fostering inclusive decision-making

❑ **Indicators:** quantitative (participation) and qualitative (processes)

An instrument for gender-responsive standards

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WHAT? ➡️ **Gender bias-free, inclusive standards**

❑ **Baseline:** collected evidence on gender blindness and gender bias

❑ **Actions:**

  ✓ Measures aimed at auditing practices and procedures

  ✓ Measures aimed at building capacities for addressing gender+ bias

  ✓ Measures aimed at fostering stakeholders involvement with GRS

  ✓ Measures aimed at updating standards to remove gender+ bias

❑ **Indicators:** quantitative (participation) and qualitative (processes)
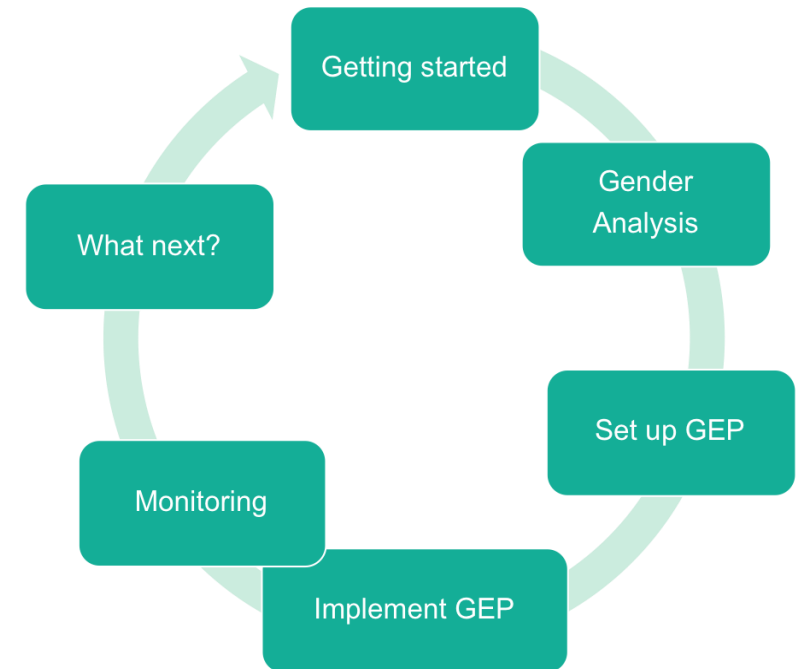
Gender Action Plans: A six steps approach
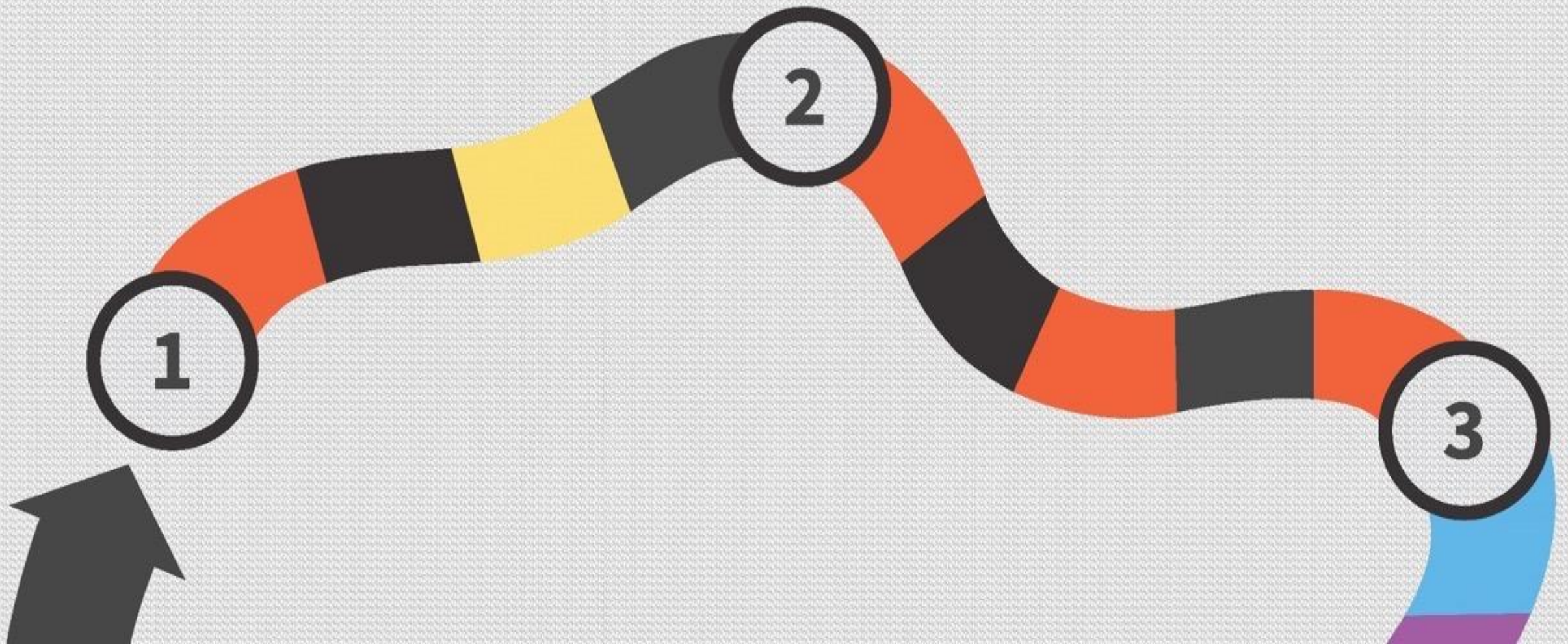
Gender Action Plans: A six steps approach

o Getting started

o Analysing and assessing the state-of-play

o Setting up a Gender Action Plan

o Implementing a Gender Action Plan

o Monitoring progress and evaluating a GAP

o What comes next?

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GETTING STARTED

❑ Identify your window of opportunity: Why bringing change? Why now?

❑ Map stakeholders and identify potential allies (and gate keepers)

❑ Secure resources (people, skills, time) for GAP design and implementation

❑ Clarify your mandate for designing a GAP

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ANALYSE THE STATE OF THE PLAY

❑ Collect data about women's participation and potential gender bias

❑ Survey your organization about GRS and the prospect of change

❑ Benchmark with similar organizations to identify good practices

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DESIGN THE PLAN

❑ Set up a participatory design process, to increase support and ownership

❑ Based on the gender assessment/audit, define your broad objectives

❑ For each objective, define a comprehensive set of actions

❑ For each action, define responsibilities, timelines and indicators

❑ Clarify your mandate for designing a GAP

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IMPLEMENTING THE PLAN

❑ Devise a clear work plan for each implementation year

❑ Continue to engage stakeholders with the GAP

❑ Secure quick gains… and engage with longer term objectives

❑ Address potential resistances through targeted activities

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MONITORING AND EVALUATION

❑ Devise your impact pathway: how change will actually be delivered?

❑ Set up a monitoring and evaluation system from GAP design

❑ Regularly assess your progress and challenges, and make due revisions

❑ Publicly share your M&E results and enhance accountability

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WHAT COMES NEXT?

❑ A GAP is not the ultimate goal: changed structures and practices are

❑ Early enough in the process and based on M&E, devise a GAP 2.0

❑ Engage with partner (or member) organizations for spill-over

❑ Communicate and disseminate widely beyond the organization

Stakeholders' engagement

Why it matters?

Engaging stakeholders with GAP implementation is a key success driver:

- ✓ It increases awareness about gender bias and imbalances
- ✓ It fuels the GAP design with in-house knowledge
- ✓ It increases ownership and accountability
- ✓ It lowers resistances

Stakeholders' engagement

How it can be done?

There are various effective ways to engage stakeholders in the process:

❑ **Through surveys and participatory audits:**

The baseline assessment or audit carried out to support GAP design, includes surveys, focus groups, and work sessions fostering participation.

Example:

Group Model Building, a participatory approach aimed at supporting stakeholders in developing a common, bottom-up understanding of a problem, and to identify potential solutions
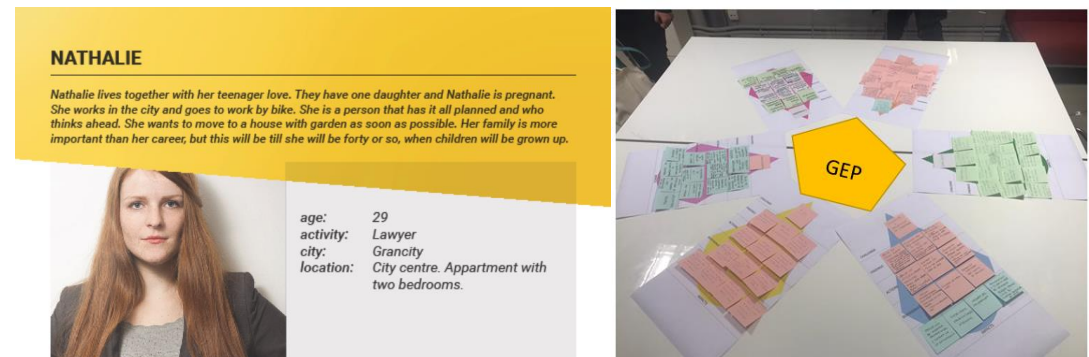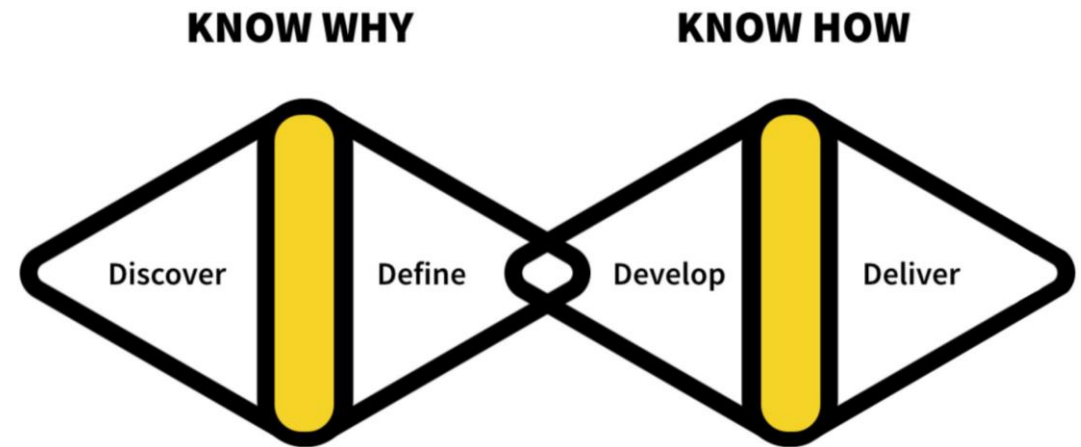
Stakeholders' engagement

☐ **Through co-design sessions:**

Stakeholders are actively involved in the design of the GAP, for which co-design methods are mobilized.

Examples: A stakeholders' mapping is carried out, personas are collectively devised and the standardization process is assessed from a gender perspective using a journey map.

Stakeholders' engagement

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□ **Through establishing an advisory GAP structure**

A GAP will deliver better results, if its implementation is not only top-down, but relies upon a decentralized GAP structure providing insights.

Examples:

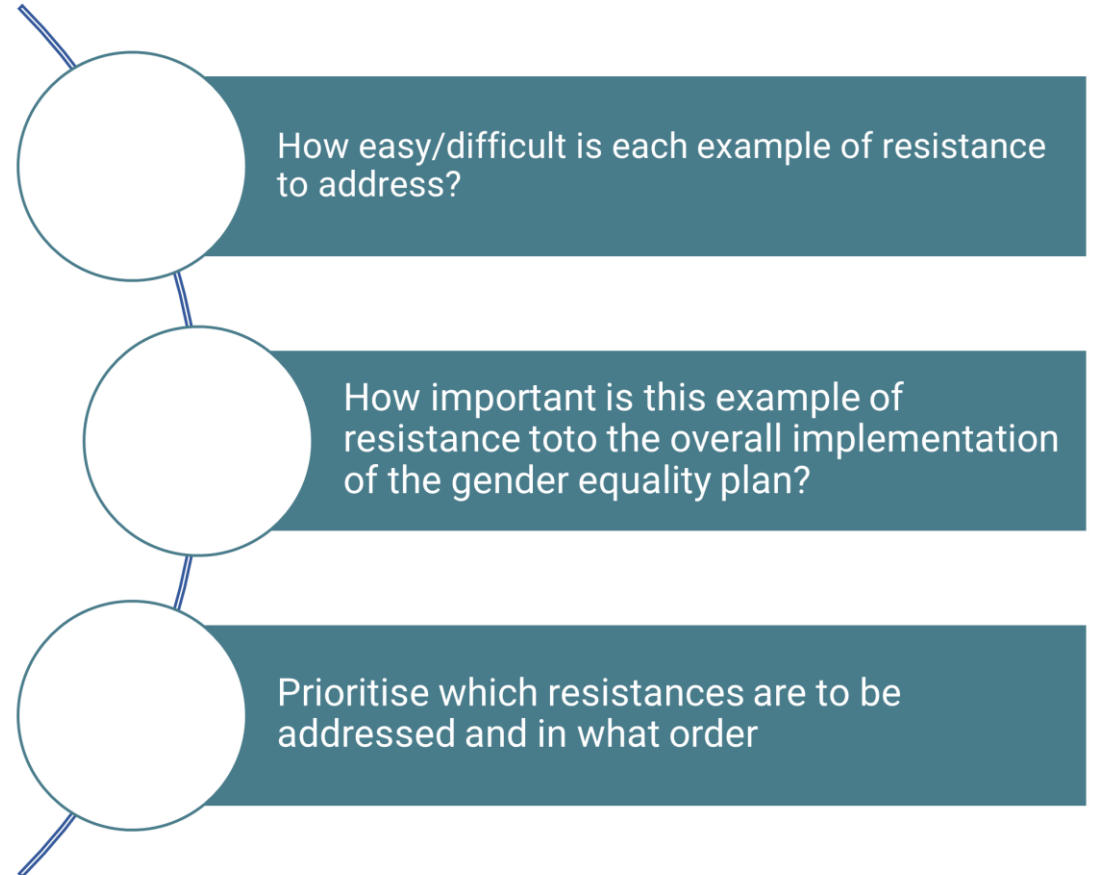A gender focal person network or a gender hub, bringing together different categories of stakeholders.

Gender Equality Hub

Stakeholders' engagement

☐ **Through participatory M&E**

Stakeholders are regularly mobilized throughout the GAP cycle to provide their insights and self-assess their performance in delivering changes. This collective effort may include addressing resistances to the GAP.

Example:

Workshop: Dealing with resistances
Barcelona, Spain
18-19 November 2019

How easy/difficult is each example of resistance to address?

How important is this example of resistance toto the overall implementation of the gender equality plan?

Prioritise which resistances are to be addressed and in what order

About sustainability: hints from practice

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Sustainable changes can hardly be achieved if:

✓ The GAP does not rely upon participation

✓ Progress and challenges are not regularly monitored and assess

✓ GAP actions are not backed up by indicators

✓ GAP actions do not target processes and ways of doing things

✓ Windows of opportunity are not addressed

✓ The GAP is not supported with sufficient resources

✓ The GAP is not widely known and regularly referred to

Takeaways
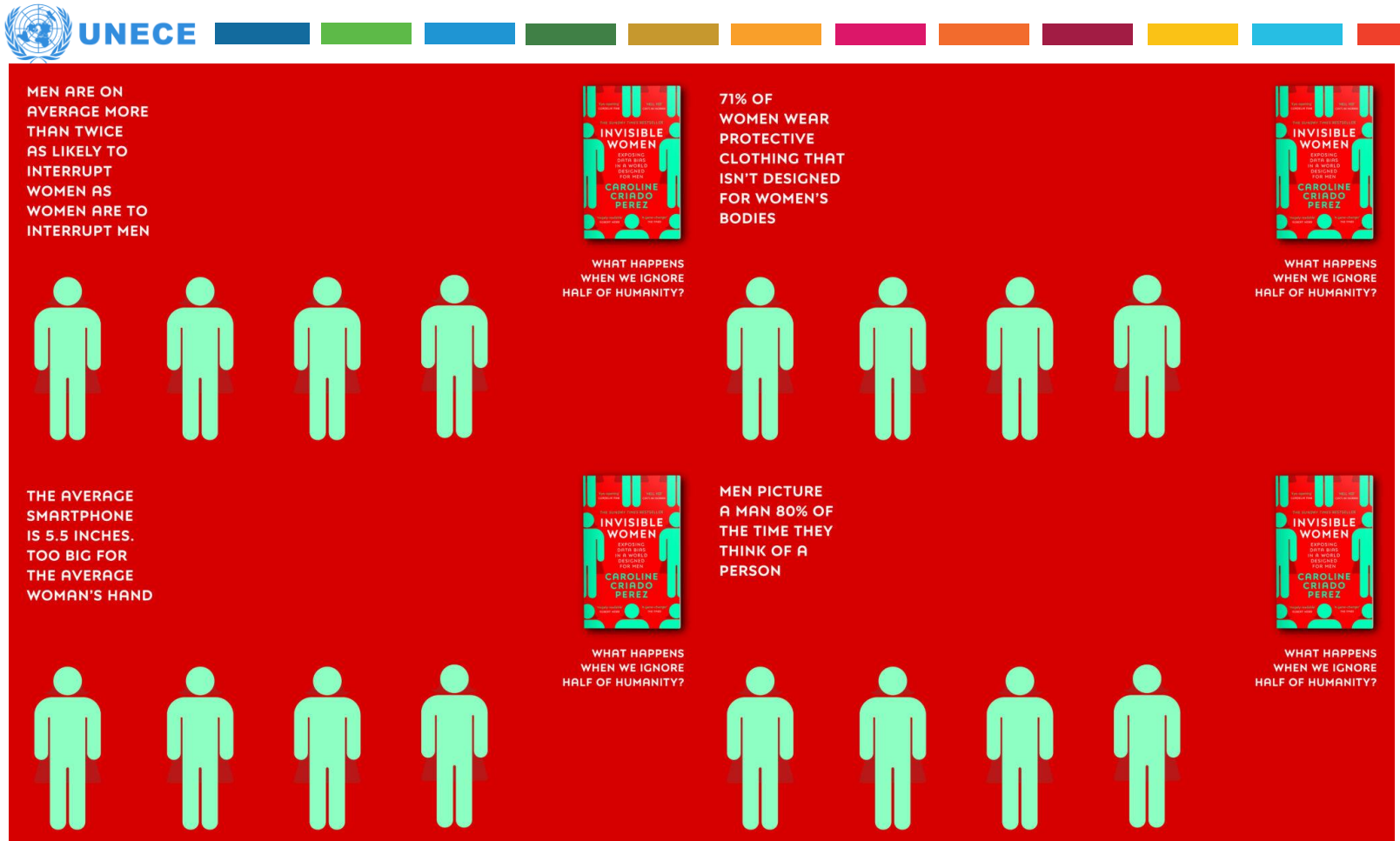
These realities are the product of andro-centric patterns that gender biased standardization processes reproduce.

This requires changes.

Changes require GAPs.

Thank you

Merci
ありがとうございました
Hvala
Ačiū
شكرا جزيلا
Mahalo
Дякую
Teşekkür ederim
Рахмат
Dankon
ඔබට ස්තූතියි
Sagbol
Ευχαριστώ
Tack
Çox sağ ol
Dziękuję Ci
Obrigado
მადლობა
감사합니다
धन्यवाद
Dankon
תודה
Баярлалаа
Hatur nuhun
Tak skal du have
Diolch
Хвала вам
Спасибо
Go raibh maith agat
Faleminderit
Paldies
Grazzi
Dank je
Рахмат сага
Faafetai
Rahmat
Grazie
谢谢
Mulțumesc
Ačiū
Благодаря ти
Danke
សូមអរគុណ
Takk skal du ha
Gracias
Շնորհակալություն
Aitäh
Dankie
Þakka þér fyrir
Salamat
Köszönöm
Дзякуй
Ви благодарам
Děkuji
ধন্যবাদ
Gràcies
Asante
Kiitos

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