



**unicri**

United Nations  
Interregional Crime and Justice  
Research Institute

# UNICRI Programmes Gender Strategy





# UNICRI Programmes Gender Strategy

---

**Acknowledgements**

UNICRI is grateful to Linda Petrone, Consultant, who carried out the consultation process and drafted the Gender Strategy under the guidance of the Institute's leadership.

---

**Copyright**

© United Nations Interregional Crime and Justice Research Institute (UNICRI), December 2023.

---

**For more information:**

UNICRI, Viale Maestri del Lavoro, 10, 10127 Turin – Italy  
Tel: + 39 011-6537 111 / Fax: + 39 011-6313 368.  
Website: [www.unicri.org](http://www.unicri.org)  
Email: [unicri.publicinfo@un.org](mailto:unicri.publicinfo@un.org)

Contents of the publication may be quoted or reproduced, provided that the source of information is acknowledged.

# Contents:

|   |    |
|---|----|
| Foreword  | iv |
| 1. Introduction                                       | 1  |
| 2. Gender Equality: A Human Right for Everyone        | 4  |
| 3. Gender Strategy Pathways, Priorities, and Practice | 7  |
| 4. Taking Action: Next Steps                          | 14 |
| 5. Addendum: Toolkit of Resources                     | 16 |
| 6. Methodology and Consultation                       | 18 |
| 7. Definitions  | 21 |

# Foreword

We are at a turning point. It's time to transform promises for gender equality into action and accelerate accountability for women empowerment outcomes. Everyone has a role to play. But the United Nations has a unique responsibility. There can be no successful implementation of Sustainable Development Goals (SDG) or human rights while gender inequality persists.

To tackle gender inequality, attitudes and practices must change. We need informed and explicit outcomes and focused cross-cutting measures. And we need the resources to make this happen. There is no one-size-fits-all approach. We must acknowledge the different impacts of inequality on different groups and in diverse contexts, in ways that encompass the multiplicity and complexity of our social identities.

At UNICRI, we are rising to the challenge. We are applying gender equality as a cross-cutting objective. We recognize how gender categories interact with threats and risks in different contexts. And we are adapting our approach to each programme, context, and location to reflect how the diversity of gender categories and perspectives interact with significant threats and risks across and within programmes and their unique conditions.

The United Nations pledge to leave no one behind demands a new way of thinking. We must ask new questions about complex and urgent issues. And we must turn assumptions into better practices. When we plan, we must also plan for those at risk of being excluded, marginalised, and discriminated against, both directly and indirectly, consciously and unconsciously.

Gender equality is a win-win proposition for everyone. It brings better and more resilient and impactful outcomes for the population as a whole. It also brings new funding opportunities and networked partnerships and alliances. But the solutions to gender inequality must go beyond awareness raising and technical solutions. That is not enough. We must also tackle the root causes of gender inequality and its impacts on women and girls by transforming power dynamics, systemic biases, and unaccountable institutions that perpetuate inequality and discrimination, as well as compound their effects.

UNICRI looks forward to being part of the collective commitment to advance gender equality. We eagerly join with those dedicated to innovative solutions and a shared vision towards inclusion, social justice, human rights, and gender equality.



**Antonia Marie De Meo**  
Director of UNICRI



**Carolina Lizárraga Houghton**  
Vice President, UNICRI Board  
of Trustees

# 1. Introduction

Gender equality<sup>1</sup> and non-discrimination are fundamental human rights.<sup>2</sup> A range of longstanding global instruments and measures affords their protection. These include the [Convention on the Elimination of All Forms of Discrimination Against Women](#), and the [Beijing Declaration and Platform for Action](#).<sup>3</sup> Yet despite the significant contributions of these instruments and their follow-on commitments, real progress towards gender<sup>4</sup> equality and women's empowerment remain elusive<sup>5</sup>, and gender disparities continue to deepen.<sup>6</sup> The need for bold action to tackle gender inequality, discrimination, and injustice<sup>7</sup> has never been more urgent.

The United Nations (UN) has prioritized the realisation of gender equality for a “[peaceful, prosperous and sustainable world](#)”. It has positioned [SDG 5](#) on gender equality and empowerment of women and girls as indispensable to the success of the [2030 Sustainable Development Goals \(SDG\)](#).<sup>8</sup> It has done so by recognising gender equality – the equal rights of men, women, children, and the gender diverse – as both the prerequisite and catalyst for progress across the goals: for driving social change, securing peace, and delivering results with impact in ways that leave no one behind.

1 Gender equality refers to the equal rights, responsibilities, and opportunities of people regardless of whether they were born male or female. This is distinct from gender equity, which refers to the fairness of treatment for women and men, according to their respective needs. If equality is the end goal, then equity is the means to get there. Source: United Nations Education, Scientific, and Cultural Organization, *Gender Equality and Equity: A Summary Review of UNESCO's Accomplishments Since the Fourth World Conference on Women, Beijing 1995 (2000)*.

2 The instruments of the international human rights framework are the Universal Declaration of Human Rights and the nine core human rights treaties. Available at [www.un.org/en/about-us/universal-declaration-of-human-rights](http://www.un.org/en/about-us/universal-declaration-of-human-rights).

3 The 1995 Beijing Declaration and Platform for Action signalled the centrality of gender equality within development work around the globe, identified areas for change, and initiated the UN gender mainstreaming objective. The full text of the declaration can be found at [www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf](http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf).

4 References to gender in this Strategy recognise gender identity as non-binary, gender fluid and queer, and that the term 'gender' can often have connotations of being restrictive to those who identify outside of the traditional definitions. Where the term women is used, it includes the experiences of those who identify as women or are identified as women.

5 The 2022 SDG Gender Index by Equal Measures 2030 found little progress on global gender equality between 2015 and 2020 – and that was before setbacks due to COVID-19 and recent crises. The report is available at [www.equalmeasures2030.org/wp-content/uploads/2022/03/SDG-index\\_report\\_FINAL\\_EN.pdf](http://www.equalmeasures2030.org/wp-content/uploads/2022/03/SDG-index_report_FINAL_EN.pdf).

6 The world is not on track to achieve gender equality by 2030. The global Gender Inequality Index (GII) value, which measures gender inequality in empowerment, has remained stagnant since 2019. Further readings on the challenges of realising gender equality and the need for bold action can be found in the [67th Commission on the Status of Women Review and appraisal of the implementation of the Beijing Declaration](#) available at <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N23/094/25/PDF/N2309425.pdf?OpenElement> and at [www.unwomen.org/en/news-stories/in-focus/2022/08/in-focus-sustainable-development-goal-5](http://www.unwomen.org/en/news-stories/in-focus/2022/08/in-focus-sustainable-development-goal-5).

7 References to discrimination and inequality in this Strategy recognise their intersectional dimensions and intersecting aspects of identity, such as age, ethnicity, disability, sexual orientation, and religion.

8 For more information on the global commitment to achieving gender equality and accelerating efforts to end gender inequality as reflected in the 2030 Sustainable Development Goal 5, and other SDGs refer to <https://eca.unwomen.org/en/news/in-focus/women-and-the-sdgs-0>.

The UN Interregional Crime and Justice Institute (UNICRI), as a valuable component of the UN system, is well placed to be a key contributor to the 2030 SDG's gender equality goals. Its mandate in crime prevention, justice, and security is grounded in the fundamental UN principles of human rights and the rule of law. This situates the principles of gender equality and women's rights as an important part of UNICRI's work.

This Gender Strategy is designed to complement UNICRI's [Strategic Programme Framework](#) 2023-2026. It articulates how UNICRI will meet its commitment to gender as a cross-cutting theme set forth therein, and where it will focus its gender equality and women empowerment efforts and action. UNICRI's unique comparative advantage as a research and training institute that complements its work with practice in crime prevention and criminal justice derives from the combined application of its specialized substantive expertise and approaches. They further provide complementary and strategic opportunities for gender equality outcomes through the Institute's work, partnerships, and investments.

This Gender Strategy recognises that effective gender specific action needs to be adaptive to diversity, in people, culture, and locality. This applies whether UNICRI is [preventing violent extremism](#) in the Sahel, [combatting radiological and nuclear trafficking](#) in Southeast Asia, or promoting responsible use of [safer Artificial Intelligence](#) (AI) in the digital realm – all examples of UNICRI programmes. As a living instrument, the Strategy evolves and adapts to a rapidly changing world. This makes it ideally suited to the complex and dynamic areas of UNICRI's work in transnational crime, security, and justice, including its myriad intersections. Furthermore, tools, guidelines, and resources have been included as an addendum to help guide its application and operationalise the Strategy's objectives: to turn [promises into action](#).

This Gender Strategy builds upon UNICRI's strengths as agile, responsive, and targeted in its expertise, technical tools, and approaches. In addition, as a research institute for learning, knowledge, and innovation, UNICRI's analytical work is well placed to support shifts towards new and better practices for gender equality, as well as emerging gender equality thinking and action.<sup>9</sup> This includes understanding in programming contexts how individuals' experiences of issues like security, crime, and justice are not only lived and perceived through sex and gender, but also other intersecting identities, such as age, race, ethnicity, religion, sexual orientation, disability, and legal status, as well as geographical affiliation.<sup>10</sup>

---

9 This includes broader discourse related to respect for diverse communities and consideration of affected people's perspectives and priorities.

10 DCAF, OSCE/ODIHR and UN Women, "Integrating Gender in Project Design and Monitoring for the Security and Justice Sector," in *Gender and Security Toolkit* (Geneva: DCAF, OSCE/ODIHR and UN Women, 2019), 1-32.



This Gender Strategy is the result of a consultative and participatory process. Consultation was undertaken with UNICRI staff and the UNICRI Board of Trustees, along with strategic partners including UN Women, UN Office on Drugs and Crime (UNODC), UN Development Programme (UNDP), UN Children's Fund (UNICEF), Office of the UN High Commissioner for Human Rights (OHCHR), and other entities. The Strategy draws from broad and diverse sources, analyses, principles, and fields related to gender equality, including trends and data on progress, challenges, and lessons learned. Given the multi-faceted nature of this discourse, UNICRI's approach is an integrative one with a "synthesising mindset".

UNICRI sincerely appreciates all those who generously shared information and insights to contribute to this Gender Strategy.



The Beijing Declaration and Platform for Action and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) are two critically important global instruments that outline and serve to promote and advance women and girls specifically. Collectively, they work towards a world where women and girls realise and exercise their rights, have the freedom to make choices, and live free from violence. Both remain critically important instruments used to hold states accountable and secure the human rights of women, including in civil, political, economic, and social sectors\*.

\*UN Women, Beijing Declaration and Platform for Action, Beijing +5 Political Declaration and Outcome, (New York, 2015). Available at: <http://www.unwomen.org/en/digital-library/publications/2015/01/beijing-declaration>

## 2. Gender Equality: A Human Right for Everyone

The UNICRI Gender Strategy recognizes the critical role of gender and gender equality in achieving sustainable change and creating more equitable, inclusive programmes. This recognition is informed by evidence-based research and the UN vision for more and better data-led outcomes, policies, and practice. This is because interventions are more effective and relevant<sup>11</sup> when they account for local realities and context-based approaches. Moreover, gender diverse perspectives, experiences, and contributions also strengthen creativity and innovation by valuing and benefiting new ways of thinking and problem solving.<sup>12</sup> These are benefits not only to be enjoyed by women and girls, but also the community and global population at large.<sup>13</sup>



*Standing with women is good for the world.*<sup>14</sup>

---

**António Guterres**

UN Secretary-General, New York,  
25 October 2023

This Gender Strategy articulates what UNICRI does to promote and protect gender equality across its programmes. It outlines the actions and approaches that contribute to key goals and shows how these relate to UNICRI's fields of practice and programming. It adopts the UN strategy for achieving transformative change through complementary pathways: targeted programmes and gender mainstreaming approaches.<sup>15</sup> It also includes the enablers needed to help accelerate progress for gender equality and women's empowerment.

---

11 For more information refer to the Beijing Declaration and Platform for Action at [www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/PFA\\_E\\_Final\\_WEB.pdf](http://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/PFA_E_Final_WEB.pdf).

12 See <https://data.unwomen.org/women-count>.

13 For more information, refer to [www.unwomen.org/en/digital-library/multimedia/2020/2/infographic-visualizing-the-data-womens-representation](http://www.unwomen.org/en/digital-library/multimedia/2020/2/infographic-visualizing-the-data-womens-representation).

14 António Guterres, Secretary-General of the United Nations, remarks to the Security Council Annual Open Debate – Women, Peace and Security, New York, 25 October 2023.

15 For more information, refer to [www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UNSWAP-2-Guidance-on-UN-strategic-planning-and-gender-equality-and-empowerment-of-women-en.pdf](http://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UNSWAP-2-Guidance-on-UN-strategic-planning-and-gender-equality-and-empowerment-of-women-en.pdf).



Gender equality means that women and girls, men and boys, and gender diverse people enjoy equal rights, responsibilities, and opportunities. At times, advancing gender equality also requires addressing disadvantages faced by girls and women, as the group that disproportionately experiences the negative impacts of gender inequality. However, gender equality benefits all people.

Gender inequality can be exacerbated by other forms of exclusion and disadvantage, including those related to age, cultural and linguistic background, race, migration status, disability, gender identity and sexuality, as well as socio-economic status\*.

\*See definitions and concept at [www.un.org/womenwatch/osagi/conceptsanddefinitions.htm](http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm)

Across its key strategic thematic areas of programming, defined by its Strategic Programme Framework, UNICRI integrates gender targeted activities and initiatives that strengthen gender equality and women's empowerment. The focus is on programme areas where gender responsive interventions and transformative change can make significant contributions. Many of these areas have been highlighted by the UN, for example the [Women, Peace, and Security agenda](#)<sup>16</sup> and key resolutions relating to [climate change, criminal justice, and exploitation through crime and technology](#). UNICRI translates these policies and practices into its key priority areas of programming, including its work in counter-terrorism and nexus points, new and emerging technologies, violent extremism,<sup>17</sup> radicalization, and access to justice.

This Strategy supports the critical role gender perspectives play in strengthening UNICRI's programme approaches and research, field activities, education, training, capacity-building, advocacy, and communications. This includes implementing gender mainstreaming to maximise the inclusion and potential of all people of all genders. UNICRI applies its dynamic methods and contextual tools to ground gender equality practice in local contexts, reflective of diverse perspectives and the lived experiences of those it serves.

This is a dual-track strategy designed to maximise the ways UNICRI's research, programme design, and implementation continuum supports opportunities for gender equality and women's empowerment. It leverages UNICRI's expertise in researching and analysing global challenges of transnational crime to generate and test new insights and gender-responsive solutions, as well as ensures UNICRI's research and programmes do not inadvertently reinforce existing gender inequalities, perpetuate discrimination, or exasperate risks of gendered violence and vulnerability.

<sup>16</sup> "Women and peace and security" has been formally considered by the Security Council since 24 October 2000. To date, the Security Council has adopted 10 resolutions on women and peace and security. These are Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2008), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019) and 2493 (2019).

<sup>17</sup> For more information on the UN's agenda to ensure that the protection and empowerment of women is a central consideration of strategies devised to counter terrorism and violent extremism see the Plan of Action to Prevent Violent Extremism (A/70/674), para. 53 and Security Council resolution 2242 (2015).

These “do no harm”<sup>18</sup> considerations are pertinent to UNICRI’s work, particularly in the areas of counter-terrorism, organised crime, trafficking in all its forms, and the use of new technologies such as AI.

UNICRI’s innovative scholarship in emerging areas of analysis also provides ideal spaces to explore the evolving and complex role of gender and its interplay with key threats, for example the drivers of crime, violent extremism, and technological exploitation and abuse. This knowledge and evidence contribute to institutional and systemic change. Targeted programmes, such as capacity-building and training, create opportunities to introduce gender components that challenge entrenched social norms, stereotypes, and gender disparities in sectors with low representation of women.

By producing and disseminating more representative analysis, disaggregated data, and gender-inclusive knowledge, UNICRI is also contributing to the empowerment of all people through better availability of reliable information, improved outcomes, and strengthened accountability.<sup>19</sup> Where this leads to the increased visibility and recognition of women’s expertise and leadership, UNICRI is helping to strengthen gender equality of opportunity and outcome in domains where participation and representation of women are low or absent, for example, in CBRN safety and security, law enforcement, and security intelligence.

UNICRI alone cannot achieve gender equality. The Institute is committed to working towards its gender goals together with its local, regional, and international partners and stakeholders, as well as Member States, national authorities, law enforcement, legal and judicial institutions, and civil society. These programme partners provide a vast and ever-expanding network of opportunities for tackling gender injustice and combating one of “the greatest human rights challenges of our time”.<sup>20</sup>

Nor can there be peace without human rights, including women’s rights. UNICRI plays a vital role in the UN family as the only autonomous research and training institute focused on crime prevention, criminal justice, and rule of law. By working on these critical global issues across research, programme implementation, and engagement with Member States, UNICRI integrates learning and testing of mainstreaming perspectives and gender equality principles and shifts them into practice.<sup>21</sup>

---

18 According to the United Nations Economic and Social Council (ECOSOC), a Do No Harm Approach recognises that interventions including gender equality and empowerment programmes could have unintended harm and negatively impact women, girls, men, and boys, and reinforce existing gender inequalities or discrimination. For example, when the status quo of gender dynamics is challenged, female programme participants may face increased repression in homes and/or in public spaces. Also, women advocates for the defence of women’s rights in conflict settings may be targeted for retaliation, including gender-based violence. More information is available at [www.un.org/womenwatch/daw/csw/GMS.PDF](http://www.un.org/womenwatch/daw/csw/GMS.PDF).

19 United Nations Women, *Turning Promises into Action: Gender Equality in the 2030 Agenda for Sustainable Development* (United States, 2018).

20 António Guterres, Secretary-General of the United Nations, statement at the 62nd session of the UN Commission on the Status of Women (CSW62), New York, 12 March 2018. See <https://news.un.org/en/story/2018/03/1004732>.

21 Jess MacArthur and others, *Gender-transformative approaches in international development: A brief history and five unifying principles*, Women’s Studies International Forum, vol. 95, No. 102635 (November-December 2022).

# 3. Gender Strategy Pathways, Priorities, and Practice

UNICRI's Gender Strategy aims to strengthen the equality of rights for women, men, children, and gender diverse people. It is designed to work across the Institute's thematic priorities, approaches, and tools in ways that support targeted and effective programming as well as promote and protect human rights.

The Gender Strategy supports the empowerment of women and girls through a combination of gender-targeted programme interventions and gender mainstreaming approaches.<sup>22</sup> It translates UNICRI's goals and commitments of gender equality into the changeable social, criminal justice, and security context in which UNICRI delivers its programmes. In this way, the Strategy gives concurrent attention to programmatic needs and strategic interests.

At the same time, the Strategy recognises that gender equality and women's empowerment are important both to UNICRI's work, values, and mandate as well as to the broader UN agenda for [sustainable development](#), [peace, security](#), and [digital inclusion](#).



***Gender equality and women's equal leadership are fundamental prerequisites for a safe, peaceful and sustainable world for all. We must all do everything possible to ensure women are at the table, our voices heard and our contributions valued.***

---

**Amina Mohammed**

UN Deputy Secretary-General  
20 June 2022<sup>23</sup>

---

<sup>22</sup> For more information, see <https://www.unwomen.org/en>.

<sup>23</sup> Amina Mohammed, Deputy Secretary-General of the United Nations, statement at the General Assembly's adoption of a resolution on the International Day of Women in Diplomacy, New York, 20 June 2022. Available at <https://press.un.org/en/2022/dsgsm1753.doc.htm>.

## Objectives for UNICRI programmes

The following objectives and tactics will support the implementation of UNICRI's Gender Policy for its programmes, which states: **By promoting gender equality in programmes and approaches, UNICRI will work towards a world where peace, justice, and security are accessible to all, regardless of gender or other intersecting identities.**

When considering the application of gendered practice, tools, and tactics, UNICRI bears in mind contextual and cultural issues as well as the practical (and discriminate) realities faced by people in different countries and localities. For example, in some contexts there are cultural norms and sovereign laws that limit, restrict, or prevent gender equality and women's empowerment practices and interventions. Understanding these challenges driven by local contexts and dynamics is indispensable to applying good gender practices and improving the lived experiences of people of all genders.

Furthermore, because all inequality is not created equal<sup>24</sup> and there are differential impacts of inequality on different groups of people, UNICRI also recognises the heterogeneity and diversity of gender categories and how the multiplicity and complexity of social identities can create cumulative and compounding experiences of discrimination, exclusion, and inequity.<sup>25</sup>

**Objective 1: Targeted activities and initiatives to strengthen gender equality and women's empowerment.** UNICRI incorporates initiatives and activities in its programme agenda that focus on women and girls as the principal targets and/or beneficiaries. UNICRI also recognises gender and gender inequality as an intersectional area of critical importance, as spotlighted by the UN system. This includes the Women, Peace and Security (WPS) resolutions to put women in the centre of peace and security efforts,<sup>26</sup> commitments for equal opportunities to access justice, and inclusive and responsible technological innovations.<sup>27</sup>



### Tackling Gender discrimination, radicalisation, and violent extremism

UNICRI through the support of the Korea International Cooperation Agency (KOICA) conducted research<sup>28</sup> on the impact of gender-based discrimination on radicalization leading to violent extremism in Mali, Mauritania and Niger. UNICRI's aim was to define how to integrate a context-specific gender perspective in the design of the prevention of violent extremism (PVE) interventions in the target countries, highlight ways to ensure PVE strategies are gender-responsive and provide context-specific actions to promote women's involvement in prevention activities.

24 Katy Steinmetz's interview with Kimberlé Crenshaw, "What Intersectionality Means Today", Time, 20 February 2020. Article available at <https://time.com/5786710/kimberle-crenshaw-intersectionality/>.

25 UN Women, "Intersectional feminism: what it means and why it matters right now," Medium, 1 July 2020. Available at <https://un-women.medium.com/intersectional-feminism-what-it-means-and-why-it-matters-rightnow-7743bfa16757>.

26 Security Council resolution 1325 (2000). Available at <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement>.

27 *Our Common Agenda – Report of the Secretary-General* (United Nations publication, 2021). Available at [www.un.org/en/content/common-agenda-report/](http://www.un.org/en/content/common-agenda-report/).

28 United Nations Interregional Crime and Justice Research Institute, "Voices of Resilience: A Gender Needs Analysis on Preventing Violent Extremism in the Sahel", November 2023. Available at <https://unicri.it/Publication-Voices-of-resilience>.



**UNICRI does this by:**

- ④ **1: Allocating resources and budget** to activities and initiatives that target gender equality and women's empowerment in programmes. This includes advocating for increased funding from donors to advance gender equality and increase impact and benefits for women across UNICRI's strategic programme priorities. UNICRI also applies its programme development funds, as appropriate, to support research and analysis to increase attention on areas and vulnerabilities that intersect with gender equality, including discrimination, gender injustice, and violence.
- ④ **2: Applying principles of intersectionality** to reflect gender and inequality as key contributors to critical issues in the justice and security landscape. UNICRI integrates a gender lens into its programme interventions and activities to spotlight how relationships of inequality cut across its thematic focus areas and work. This includes understanding how myriad and diverse forms of inequality operate, reinforce, and exacerbate emerging threats and risks in different transnational contexts, such as climate change, conflict, and natural disaster.<sup>29</sup>
- ④ **3: Incorporating goals aimed at women and girls into strategic priorities.** UNICRI works towards gender equality and women's empowerment with some specified project goals aimed at supporting women and girls. This includes supporting [SDG Goal 5](#) and the UN's gender-specific agenda in highlighted areas of justice, crime, and security. Given the cross-cutting dimension of gender in achieving sustainable development results, both normative and development results on gender equality and women's empowerment are considered. This may be through supporting policy implementation, capacity building, and technical cooperation; through partnering with other UN entities, Member States, and non-state actors;<sup>30</sup> and through mobilising investment directed at advancing gender equality and women's empowerment.<sup>31</sup>

29 UN Women, "Explainer: How gender inequality and climate change are interconnected," 28 February 2022. See [www.unwomen.org/en/news-stories/explainer/2022/02/explainer-how-gender-inequality-and-climate-change-are-interconnected](http://www.unwomen.org/en/news-stories/explainer/2022/02/explainer-how-gender-inequality-and-climate-change-are-interconnected).

30 See Programmatic Gender-Related SDG Results UN-SWAP 2.0 available at [www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UN-SWAP-2-TN-PI03-Programmatic-SDG-results-en.pdf](http://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UN-SWAP-2-TN-PI03-Programmatic-SDG-results-en.pdf).

31 For example, mobilising resources and recovered assets resulting from organised crime and corruption to support initiatives tackling gender-based violence.



**Objective 2: Gender mainstreaming of programme tools and approaches as a pathway for inclusive change.**

In line with the [UN strategy of mainstreaming](#) as a means towards gender equality, UNICRI integrates a gender perspective into its programmes so that women and men benefit equally, or as equally as possible, from its activities, tools, and approaches. UNICRI does so by making the concerns and experiences of women and men an integral dimension of the research, design, implementation, monitoring, and evaluation of its programme cycle architecture. Through this process UNICRI recognises the subtle yet powerful impact of “invisibility” and the culture that frames it.

**UNICRI does this by:**

- ④ **1: Systematically producing, analysing, and using gender statistics and sex-disaggregated data.** Gender statistics, sex-disaggregated data, and gender analysis tools are integrated into the UNICRI programme cycle to sharpen its understanding and responsiveness to the different<sup>32</sup> needs, experiences, and circumstances of women and men. This, in turn, facilitates better-tailored interventions that drive improved development outcomes and entry points for change by ensuring gendered dimensions are fully considered in programme actions, activities, and impacts.<sup>33</sup>



Through the [AI for Safer Children Initiative](#), law enforcement tackle child sexual exploitation and abuse online by applying new technologies, specifically AI. UNICRI's initiative in partnership with the Ministry of Interior of the United Arab Emirates is guided by principles that promote the best interests of the child and advance gender equality, diversity, and inclusiveness. Importantly, UNICRI directs special attention to issues affecting those at risk of being left behind by technological development, as well as those most likely to be adversely affected by its risks and harms.

- ④ **2: Improving gendered perspectives in research and knowledge production** through “testing and learning” methodology. By incorporating gender responsive methodologies<sup>34</sup> and innovative processes of inquiry<sup>35</sup> in its action-oriented research, UNICRI advances the ever-evolving ways that gender equality can be applied and practiced in development programming. This leads to the generation of better and more inclusive knowledge<sup>36</sup> by providing in-depth understanding of gender-related issues and challenges that shape UNICRI's work. This includes contributing to better understanding of how gender norms,

<sup>32</sup> Importantly, women and men do not belong to homogenous groups, but rather reflect significant diversity, and differences e.g., age and socio-economic status, marriage, caste, race, and education levels.

<sup>33</sup> Report of the United Nations Economic and Social Council (ECOSOC) (A/52/3, 18 September 1997). See [www.un.org/womenwatch/daw/csw/GMS.PDF](http://www.un.org/womenwatch/daw/csw/GMS.PDF).

<sup>34</sup> Gender-responsive programming refers to programmes in which gender norms, roles and inequalities have been considered, and measures have been taken to actively address them.

<sup>35</sup> Examples of these questions include how knowledge is made, by whom, how decisions happen, the types of issues discussed, and ways policies are influenced.

<sup>36</sup> This reflects the importance of the Beijing Declaration and Platform for Action and the 2030 Agenda for Sustainable Development.



roles, and relations impact programme aims and outcomes when interacting with issues of discrimination, power dynamics, and social exclusion.

- ③ **3: Amplifying representation and visibility of women's expertise, authority, and leadership.** UNICRI supports platforms and “spotlight” spaces<sup>37</sup> in which women can play an increased role as experts, educators, and professional leaders. This includes using and promoting expert networks drawn from qualified women as well as men, particularly in relation to UNICRI's strategic priority areas, such as CBRN safety, technology, and security intelligence. This helps tackle gendered barriers to equal and equitable opportunities and agency in traditionally non-diverse sectors,<sup>38</sup> such as law enforcement and the military. Equal gender representation in fields where women historically have



### Engagement and Advancement of Women in Chemical Safety and Security

UNICRI's “Compendium of best practices on the engagement and advancement of women in chemical safety and security” amplifies women's voices and promotes opportunities to increase their engagement in the field of chemistry. Developed in partnership with the Organization for the Prohibition of Chemical Weapons (OPCW), the compendium provides policy makers and practitioners with guidance on promoting gender inclusivity in the chemical safety and security sector through best practices in recruiting, training, and promoting gender-inclusive careers. This builds on UNICRI's “Women in Chemistry” Project, funded by the European Union, which calls for women to be more active in the chemical safety and security sector, support SDG 5 on gender equality and empowerment of women and girls, and implement UN Security Council Resolution 1325 on women, peace, and security.

been side-lined<sup>39</sup> or made invisible also builds new norms around knowledge and expertise in ways that recognise and encourage women's experience, agency, and skills.

<sup>37</sup> An example is platforms where achievement can be documented, and publicly shared and gender equality and women's empowerment case studies are featured and externally disseminated. For more information on how this aligns with UN-SWAP Performance Indicator 16: on Knowledge and Communication see UN-SWAP 2.0 Framework & Technical Guidance, October 2023 p128-132.

<sup>38</sup> This goal is in line with SDG 5.5. Available at <https://sdgs.un.org/goals/goal5>.

<sup>39</sup> Vanessa. F. Newby and Clotilde Sebag, “Gender sidestreaming? Analysing gender mainstreaming in national militaries and international peacekeeping”, *European Journal of International Security*, Cambridge, vol. 6, Iss. 2 (May 2021). Available at [www.proquest.com/scholarly-journals/gender-sidestreaming-analysing-mainstreaming/docview/2508804065/se-2](http://www.proquest.com/scholarly-journals/gender-sidestreaming-analysing-mainstreaming/docview/2508804065/se-2).

## Enablers for UNICRI programmes

### UNICRI uses the following enablers:



**Strong and accountable leadership for change.** Leadership is critical to owning gender equality and demonstrating commitment to its implementation. While everyone at UNICRI – at all levels and in all offices – is involved in promoting gender equality, accountability for gender equality priorities and results rests at the highest levels of UNICRI. Meaningful leadership, supported by UNICRI’s gender focal points, is required to build capacity and resources across programmes and operations,<sup>40</sup> ensure gender mainstreaming, champion gender equality principles, and institutionalize gender responsive thinking and practice.<sup>41</sup> Further, staff must be supported through resources, time, and training, as determined through capacity and need assessments.



**Partnerships, networks, and collaborations to leverage results.** UNICRI recognises that common action is a strategic necessity for tackling the complex issues of gender inequality and injustice. UNICRI supports partners, Member States, and stakeholders to strengthen gender equality outcomes, women’s empowerment, and strategic goals for increased representation. This includes strengthening UNICRI’s collaboration and coordination with UN entities, actors, and women-led organisations focussed on the increased visibility of women’s knowledge, expertise, representation, leadership, and agency. It also includes looking at how these collaborations and partnerships function and can be leveraged for collective results; for example, looking at ways to strengthen more horizontal and collaborative exchanges, sharing knowledge, and complementary support for this higher goal across all stakeholders to harness everyone’s strengths and drive transformative change.<sup>42</sup>

<sup>40</sup> These align with the United Nations System-wide Action Plan performance Indicator15: Capacity Development.

<sup>41</sup> UNDP, “Breaking down gender biases - Shifting social norms towards gender equality”, 2023. Available at <https://hdr.undp.org/system/files/documents/hdp-document/gsni202303pdf.pdf>.

<sup>42</sup> The United Nations Sustainable Development Cooperation Framework is an example of an important instrument for planning and implementing UN development activities at the country level to support collective action for achieving the 2030 Agenda. See <https://unsdg.un.org/2030-agenda/cooperation-framework>.



## 4. Taking Action: Next Steps

Matching intention with implementation requires commitment, transparency, and accountability. Strategies are not transformative – actions are. UNICRI seeks to strengthen its programme practice and track its progress on gender equality from strategy to results with and through its partners by undertaking the necessary action, planning, and resource allocations in line with its mandate and thematic priorities. The following table outlines the objectives, tactics, actions, and accountability measures to realize this Gender Strategy.

| OBJECTIVE   | TACTICS   | ACTIONS  | REPORTING AND ACCOUNTABILITY  |
|---|---|--|---|
| <b>Targeted activities and initiatives that strengthen gender equality and women's empowerment.</b> | Allocate resources and budget to programme activities and initiatives targeting gender equality and women's empowerment.          | Introduce financial resource tracking of programme funds used to promote gender equality and women's empowerment with training and capacity building in place to support staff uptake. <sup>43</sup>   | Director receives annual reports on tracked results, <sup>44</sup> which are monitored against UNSWAP's benchmarks and leadership accountabilities. These results also inform decisions on programme funding. |
|   |   | Budget for gender, with a minimum 10% spend of programme development funding allocated annually to programmes targeting gender equality and women's empowerment.   | Programme-wide Evaluation Report <sup>45</sup> to the Board of Trustees through 2026 to report on programmatic progress of gender specific goals and finance expenditure benchmarks. <sup>46</sup>            |
|   | Integrate gender inequality as a cross-cutting theme in programmes in line with UN agendas on WPS, climate change and technology. | Promote inter-agency cooperation and collaboration to strengthen UNICRI's cross-cutting work on intersectional issues of gender inequality and further understanding and expertise around how gender identities and stereotypes <sup>47</sup> impact its programme work. | Programme / project performance goals include aims for collaboration and inter-agency relationships with entities working towards gender equality and women empowerment.                                      |
|   | Incorporate goals aimed at women and girls into strategic priorities.   | Increase the number of programmes with gender equality and/or the empowerment of women and girls as a primary objective or outcome goal.   | Briefing to ECOSOC (Economic and Social Council) includes summary of gender-inclusive programmes (number and proportion).   |

<sup>43</sup> This can be done by tracking how much is spent on gender-specific activities (targeted at either groups of women or men); how much is spent on activities that promote gender equity (meaning allocations that promote equal representation of women in decision-making positions, such as in sectors of law enforcement); and how much is spent on mainstreaming activities. Gender-sensitive budgets do not mean having separate budgets for women nor necessarily argue for increased spending on women-specific programmes.

<sup>44</sup> *Guidance Note on Quality Assurance of Gender Equality Markers - Improving Accuracy & Consistency*, (United Nations publication, December 2018). Available at [https://unsceb.org/sites/default/files/imported\\_files/Guidance%20Note%20on%20QA%20of%20GEMs%20-%20for%20dissemination.pdf](https://unsceb.org/sites/default/files/imported_files/Guidance%20Note%20on%20QA%20of%20GEMs%20-%20for%20dissemination.pdf).

<sup>45</sup> This can be incorporated into reports to the UNICRI Board of Trustees on programme analytics related to gender equality and other cross-cutting issues of youth and climate change.

<sup>46</sup> In line with United Nations System-wide Action Plan performance indicators 9 and 10.

<sup>47</sup> Further reading on gender stereotyping in programme contexts can be found at Global Counter Terrorism Forum (2019). Addendum to the GCTF Good Practices on Women and Countering Violent Extremism, with a Focus on Mainstreaming Gender; and OSCE (2019). Understanding the Role of Gender in Preventing and Countering Violent Extremism and Radicalization That Lead to Terrorism - Good Practices for Law Enforcement; and Johnston, M., True, J., Monash University and UN Women (2019). Misogyny and Violent Extremism: Implications for Preventing Violent Extremism.

| OBJECTIVE   | TACTICS  | ACTIONS   | REPORTING AND ACCOUNTABILITY  |
|---|--|---|---|
| <p><b>Gender mainstreaming of programme tools and approaches as a pathway for inclusive change.</b></p> | <p>Collect, analyse, and use gender statistics and sex-disaggregated data across UNICRI programmes<sup>48</sup> alone or in partnership with other organizations and entities.</p> | <p>Training and capacity-building of programme staff to build expertise and confidence in using gender tools related to data collection and analysis in policy, programmes, and advocacy.</p>   | <p>A capacity development plan is established to strengthen gender mainstreaming competencies and percentage of UNCRI staff that have completed training and capacity-building modules annually are tracked and monitored for gaps.<sup>49</sup></p>          |
|   | <p>Improve gender diverse perspectives and methodology in action-orientated research, knowledge production, and project design and planning.</p>                                   | <p>Minimum standards and benchmarks are established and tracked to ensure quality gender data is collected and used to inform policy and programme decisions.</p>   | <p>Gender statistics and sex-disaggregated data relating to UNICRI programme performance is made publicly available on its website within 3 years.</p>  |
|   | <p>Improve gender diverse perspectives and methodology in action-orientated research, knowledge production, and project design and planning.</p>                                   | <p>Develop and incorporate into research and programme documents the necessary formats, processes, guides, and prompts to strengthen gender mainstreaming practice. This includes a programme-level peer review process on gender inclusiveness and gender targets at the project design phase.</p> | <p>Yearly review of programme documents, markers, and tools to assess compatibility with UN reporting and framework requirements and consistent application.<sup>50</sup></p>   |
|   | <p>Amplifying representation and visibility of women's expertise and leadership.</p>   | <p>Develop programme tools and resources for capacity-building, and training of partners and stakeholders aimed at strengthening gender mainstreaming efforts at the institutional level.</p>   | <p>UNICRI programme priority areas incorporate gender mainstreaming practices by the end of 2026.</p>   |
|   | <p>Amplifying representation and visibility of women's expertise and leadership.</p>   | <p>Increase the number of women engaged as experts in programme delivery and/or in roles of decision-making and leadership. Wherever possible and avoid male-only job interview panels.</p>   | <p>Annual tracking and monitoring of use of women experts and gender specialist resources as a percentage of total experts used across programmes<sup>51</sup> and contribute to building gender balanced expertise networks.</p>                             |
|   | <p>Amplifying representation and visibility of women's expertise and leadership.</p>   | <p>Create an institutional approach through programme leadership that values gender equality and women's representation as a key contributor to programme outcome success.</p>  | <p>Gender Focal Person (GFP) advises at the project appraisal committee (PAC) meetings, reports on progress of gender strategy actions, and oversees the UNICRI UN SWAP reporting requirements. They also brief the UNICRI Director annually on progress.</p> |

48 In line with United Nations System-wide Action Plan performance indicators.

49 These align with the United Nations System-wide Action Plan performance indicator 14.

50 The term 'consistently' according to the UN-SWAP means at least 80 per cent of programmatic initiatives include these documents or measures. For further details, see SWAP 2.0 Framework & Technical Guidance, 2022, p54.

51 UN Women recommend that when establishing, convening, and supporting speakers, panels, decision-making bodies and working groups, aim for an approximate gender parity of 40 per cent to 60 per cent.

## 5. Addendum: Toolkit of Resources

A UNICRI Toolkit of Resources has been developed and is [accessible here](#) to operationalize the Gender Strategy. It outlines how UNICRI can take action in its programmes to accelerate progress on gender equality and women's empowerment, and it provides practical guidance on applying gender mainstreaming principles and targeted action across its programme activities. It is designed to be accessible, contextual, and adaptive. It also provides a menu of options and gender guidance that can be applied to any programme activity and aspect of the project cycle and highlights ways to ensure that gender is integrated in all phases of a project.



The Gender Strategy toolkit applies a gender effectiveness assessment scale to UNICRI's programme cycle to identify when and how gender equality principles and practice can be incorporated. It adapts the Gender Results Effectiveness Scale (GRES) to categorize the level of effectiveness and/or the quality of gender results, according to the type of gender change advanced by a programme.

The Toolkit of Resources has three sections. The first aims to facilitate the effective and efficient integration of gender sensitive, responsive, and transformative practices into the UNICRI programme life cycle. The second provides guidance and checklists to help programme staff assess their own capacity for integrating a gender perspective in the design and monitoring of programmes and projects for the criminal justice, security, and rule of law sector. The third lists other useful resources to support gender-responsive project design, implementation, and monitoring in UNICRI programmes. It has been developed around key trigger points for action when promoting and protecting gender equality.

The Toolkit leverages UNICRI's integrative programmatic framework, as a coherent research-to-practice continuum of analysis, field evidence, learning, programme design, implementation, and evaluation. Applying a step-by-step approach, it helps UNICRI staff determine if and how well proposed interventions are currently identifying, examining, and addressing gender considerations. It also provides ways to identify new opportunities to integrate gender as a cross-cutting issue to its work, throughout design and planning phases. By working as part of a spectrum, it also helps map pathways of change from "gender sensitive" to "responsive" with a vision for transformative change.

Diverse resources and sources inform this Toolkit and its content.<sup>52</sup> It can be adapted and applied in various programme and project phases and contexts, to differing degrees and combinations. It should be treated as one of the many ways UNICRI can realise its gender equality and women's empowerment commitments, as well as those of the SDGs.

---

<sup>52</sup> This includes the UN System-wide Action Plan (UN-SWAP), UNDP Gender Results Effectiveness Scale (GRES) and SDG indicators.

## 6. Methodology and Consultation

In line with the dynamic and interconnected nature of UNICRI's work and the environment within which it operates, a hybrid project management model and mixed-methodology approach guided the development of the Gender Strategy and the research that informed it. The development of the Gender Strategy used multiple and diverse methods of qualitative and quantitative data collection, review, and analysis. It drew from various sources, information, perspectives, and insights and applied an integrative approach when examining information inputs, carrying out analysis, and inviting dialogue and participation.

The Strategy took a formative,<sup>53</sup> collaborative approach that emphasized continuous improvement and facilitated learning. This recognised that issues related to gender equality and empowerment invariably reflect different assumptions and experiences (cultural, racial, political, geographic, etc.), as well as fluid and intersectional concepts. The Gender Strategy was nonetheless anchored in the United Nations' view that gender equality is not only a fundamental human right but also essential to achieving peaceful and just societies that enjoy full human potential and sustainable development.

Consultation and engagement were important to understanding and designing the application of the Gender Strategy, developing the Toolkit of Resources, and moving beyond a one-size-fits-all approach. They also provided critical insights into how best to tailor the Strategy to UNICRI programme cycle: during research and analysis, evidence gathering, programme design, planning and budgeting, implementation, monitoring, and evaluation.

Methods and tools used throughout the Gender Strategy development process included: semi-structured dialogue interviews (online and in person), Gender Strategy Reference Group, validation workshops, round table consultations, and Member State consultations. Key analysis frameworks applied included the Gender Responsiveness Effectiveness Scale (GRES), and the UN-SWAP.<sup>54</sup> Desktop research incorporated reviews of UNICRI programmatic and strategic material and other UN strategic material and resources from UNDP, UNODC, UNICEF, OHCHR, and other UN research and training institutes.

Stakeholder consultation and engagement were held with diverse individuals and organisations with expertise relating to UNICRI's work and gender equality. These included UNICRI staff; UNICRI Board of Trustees; UN Women; UN entities, institutes, and international organizations with complementary mandates such as UNDP, UNODC, UNICEF, and OHCHR.

---

<sup>53</sup> Formative approach here refers to the expected learning to be accrued and integrated during programming.

<sup>54</sup> This includes the UN-SWAP EPI.



## Scope and Limitations

Gender mainstreaming and gender equality are broad and multifaceted concepts. They have been adopted and applied in this Gender Strategy in line with UN principles, resolutions, and practical guidance materials.<sup>55</sup> Adaptions have been made to ensure their relevance and practical applicability to UNICRI's context and programme environment of research, design, implementation, monitoring and evaluation, as well as the thematic priorities of UNICRI's work.

In this Strategy gender is understood as a spectrum; diverse sexual orientations, gender identities, and gender expressions are recognized. The complex way in which the effects of multiple forms of direct and structural discrimination, such as ageism, racism, sexism, ableism, homophobia, transphobia, colonialism, and classism, combine, overlap, and intersect, creating cumulative disadvantages, are also recognized. Whilst seeking to be inclusive, this Strategy has not specifically looked at diverse genders, sexual orientations, and/or the experiences of LGBTIQ+ individuals, and it recognises that selected examples are limited and may not fully reflect the diversity of those experiences.

Given the myriad approaches, principles, and fields related to gender in development discourse, UNICRI's Gender Strategy applied an integrative approach with a "synthesising mindset". It created safe spaces to capture and evaluate information from different contexts, views, and insights and put that information together in ways that made sense for UNICRI's programmes and projects. Its narratives are therefore invariably partial and limited, including by the information and data available. Consequently, this Strategy does not claim to reflect fully and comprehensively the diversity of experiences between women, men, and gender diverse people, nor account for the complexity and multiplicity of peoples intersecting identities.<sup>56</sup>

Finally, it should also be noted that the Gender Strategy scope parameters were limited to the analysis of UNICRI programmes. It excludes organisational or corporate activities, such as those related to UNICRI staffing, recruitment, and human resource practices.

---

55 See the Fourth World Conference on Women, in 1995 and the Economic and Social Council resolution 1997/2: Agreed Conclusions, and UN Women, *Gender mainstreaming: A global strategy for achieving gender equality and the empowerment of women and girls*, (2020).

56 UN Research Institute for Social Development, "Why Intersectionality is Critical for UNRISD's Work", 20 June 2021. Available at <https://www.unrisd.org/en/library/blogposts/why-intersectionality-is-critical-for-unrisds-work>.



*UNICRI is committed to promoting gender equality. We join the urgent efforts to ensure women's full and meaningful participation in peace and security, and maximising the potential of all to drive SDG progress.*

---

**Antonia Marie De Meo**  
Director of UNICRI



*Gender equality is a shared vision of social justice and human rights. We must seize all opportunities and give new impetus to the achievement of gender equality, the empowerment of women, and the enjoyment of human rights for all.*

---

**Carolina Lizárraga Houghton**  
Vice President, UNICRI Board of Trustees

# 7. Definitions

**Cross-cutting issues** are those which relate to and must be considered within other categories to be appropriately addressed

**Do No Harm** recognises that interventions, including gender equality and empowerment programmes, may cause unintended harm and negatively impact women, girls, men and boys, and reinforce existing gender inequalities or discrimination.<sup>57</sup> A Do No Harm approach is an important lens for analysing interventions.

**Empowerment** is the process of enabling people to increase control over their lives, to gain control over the factors and decisions that shape their lives, to increase their resources and qualities, and to build capacities to gain access, partners, networks, and voice to gain control.<sup>58</sup>

**Gender** refers to socially constructed ideas about behaviours, roles, expressions, and identities of girls, women, boys, men, and gender diverse people. It is interwoven with other social inequalities such as class and race and must be analysed through a holistic framework if the concrete conditions for life for different groups of women and men are to be understood.<sup>59</sup>

**Gender blindness** is the failure to recognize that the roles and responsibilities of men and boys and women and girls are given to them in and against specific social, cultural, economic, and political contexts and backgrounds. Projects, programmes, policies, and attitudes that are gender blind do not take into account these different roles and diverse needs, they maintain the status quo, and they do not help transform the unequal structure of gender relations. By failing to capture the information and experience from all genders, facts, studies, and the technical solutions they inform are prone to be incomplete and deficient.<sup>60</sup>

**Gender budgeting** is a strategy to achieve equality between women and men and address gender inequality by focusing on how resources are collected, allocated, and spent.

**Gender equality commitment** affirms an organisation's commitment to supporting the realisation of gender equality. This can be a statement on an organisation's website or published in other internal documents such as annual work programmes.

---

57 Gender Mainstreaming Extract from the United Nations Economic and Social Council Report (A/52/3), 18 September 1997. Available at [www.un.org/womenwatch/daw/csw/GMS.PDF](http://www.un.org/womenwatch/daw/csw/GMS.PDF). Applying a Do No Harm Approach recognises that interventions, including gender equality and empowerment programmes, could have unintended harm and negatively impact women, girls, men, and boys, and reinforce existing gender inequalities or discrimination.

58 United Nations Department of Economic and Social Affairs, *Empowerment: What does it mean to you?* (February 2013). Available at [www.un.org/esa/socdev/ngo/outreachmaterials/empowerment-booklet.pdf](http://www.un.org/esa/socdev/ngo/outreachmaterials/empowerment-booklet.pdf).

59 Naila Kabeer and Ramya Subramanian, *Institutions, relations, and outcomes: Framework and tools for gender-aware planning*, Discussion paper 357, September 1996. (Brighton, Institute of Development Studies, 1996), p 60.

60 Caroline Criado Perez, *Invisible Women: Data Bias in a World Designed for Men* (New York, Abrams Press, 2019).

**Gender equality policy** is a statement of intent that is implemented as a procedure or protocol. It is usually adopted by the governance or management structure within an organisation. It may or may not contain a set of principles to guide implementation.

**Gender equality strategy** provides the organisational framework for achieving or mainstreaming gender equality in an organisations' mandates, policies, operations, and programmes. This is usually a separate written document and may contain objectives, targets, or an implementation plan.

**Gender equity** refers to the fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations, and opportunities.

**Gender mainstreaming** is a process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in all areas and at all levels. Such a process, properly handled, serves to ensure that the specific circumstances, needs, and experiences of persons of different genders are fully considered when developing and implementing programmes and policies and in doing so, there is respect for the human rights and contributions of women and men, girls and boys.

**Gender-disaggregated data** includes, and is not limited to, sex-disaggregated data. It consists of numerical or non-numerical information collected through multiple sources and based on multiple variables. For example, data that records gender differences is sourced from representative samples and therefore can be analysed and filtered to identify gender-based and other trends. Gender-disaggregated data allow the effective measurement of intersecting and context-based factors that mark differences or produce inequalities between women and men on various social and economic dimensions.<sup>61</sup> (Adapted and developed from OECD Toolkit for Mainstreaming and implementing gender equality).

**Gender diversity** is a term that recognises that many people's preferences and self-expression fall outside commonly understood gender norms.

**Gender Results Effectiveness Scale** (GRES) was created by UNDP to categorize the level of effectiveness or the quality of gender results. That is, it allows the results to be classified according to the type of gender change advanced and its effectiveness in transforming gender relations. The scale presents five categories of gender outcomes: gender transformative, gender responsive, gender targeted, gender blind, and gender negative.

**Gender-transformative approaches** aim to reshape gender dynamics by redistributing resources, expectations, and responsibilities between women, men, and non-binary gender identities, often focusing on norms, power structures, and collective action.<sup>62</sup>

**Heteronormativity** refers to the dominant view about sexuality as sex between a male and a female, and as heterosexual as the appropriate and proper way to be sexual.

<sup>61</sup> Adapted and developed from "OECD Toolkit for Mainstreaming and Implementing Gender Equality," OECD. Available at [www.oecd.org/gov/toolkit-for-mainstreaming-and-implementing-gender-equality.pdf](http://www.oecd.org/gov/toolkit-for-mainstreaming-and-implementing-gender-equality.pdf).

<sup>62</sup> United Nations Evaluation Group, *Meta-synthesis of United Nations Development Assistance Framework (UNDAF) Evaluations with a Gender Lens* (December 2019). Available at <https://asiapacific.unwomen.org/sites/default/files/2023-01/Meta-synthesis-UNDAF-Evaluations-with-Gender-Lens-2019.pdf>.

---

**Intersectional perspective** is an understanding that the various aspects of one's identity (such as gender, sexual orientation, race, religion, age, physical ability, etc.) interact in complex ways to shape how one experiences the world. As an approach, it analyses how power operates in our own thoughts and actions, theories, and beliefs, as well as through social and cultural structures, laws, policies. An intersectional approach recognizes that each category is very diverse (heterogeneous) and intrinsically interconnected with other categories. For example, discussions about gender equality and women's and girls' rights should include explanations about which women and girls are referenced as well as any forms of discrimination being experienced.<sup>63</sup>

**Inequality** is understood as an aspect of violence based on the relative power or standing a person has in society. We do not define "equality" as sameness or identity. Men and women do not have to be the same to be equal. Therefore, our definition of "inequality" does not denote difference per se; rather, it refers to the subordination of one who is different.

**Personal Agency** is an individual's capacity to act or create change.

**Sex** refers to the biological differences between men and women.

**Sexual and gender minorities (SGMs)** are people whose sexual orientation and gender identity fall outside of hetero-normative gender roles. Depending on the context, SGMs may include gay, lesbian, bisexual, transgender, intersex, queer, etc.

**Theory of change** is a well-evidenced tool for mapping the pathways of change for transforming complex social problems.

**Threat multiplier** refers to phenomena that escalate social, political, and economic tensions particularly in fragile and conflict-affected settings.

---

<sup>63</sup> UN Women, *Intersectional feminism: what it means and why it matters right now* (2020). Available at <https://un-women.medium.com/intersectional-feminism-what-it-means-and-why-it-matters-right-now-7743bfa16757>.

