UNITED NATIONS
DEVELOPMENT
COORDINATION
OFFICE

UN DCO Gender Strategy 2021-2023

September 2021

Table of Contents

ASG	Assistant Secretary-General
BMB	RC System Business Management Branch
CBS	Country Business Strategies Section
CCA	Common Country Assessment
CEB	Chief Executives Board
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRRS	Communications and Results Reporting Section
CSW	Commission on the Status of Women
DCO	Development Coordination Office
FWA	Flexible Working Arrangements
GEEW/G	Gender Equality and the Empowerment of Women/ Girls
GM	Gender Marker
HQ	Headquarters/DCO's New York Office
IAWG	Inter-agency Working Group
MAF	Management and Accountability Framework
OMT	Operations Management Team
PPB	Policy and Programming Branch
RC	Resident Coordinators
RCO	Resident Coordinator Office
RD	Regional Directors
SDGs	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SLB	Resident Coordinator System Leadership Branch
SMT	Senior Management Team
UNCT	UN Country Team
UNDCO	UN Development Coordination Office
UNDS	UN development system
UNSDG	UN Sustainable Development Group
UNSG	UN Secretary-General
UNSWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

Acronyms

In the 2030 Agenda and through the Decade of action, Member States recognized that Gender Equality and the Empowerment of Women/ Girls (GEEW/G) would make a crucial contribution to progress across all the SDGs and that the systematic mainstreaming of a gender perspective into the implementation of the Agenda is crucial for success. Achieving a just, equitable, tolerant, open and socially inclusive world requires us to recognize the intersectionality between gender and age, race, ethnicity, origin, religion, disability, sexual orientation and other status.

The first UN Development Coordination Office (DCO) Gender Strategy has as purpose to contribute to the achievement of the 2030 Agenda and the Decade of Action. It also has the purpose to ensure full integration of the international human rights framework[1] within its substantive and operational work including its coordination mandate at country, regional and global level.

In line with the Strategy on Gender Parity of the UN Secretary-General as well as with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) and with DCO's Strategic Work Plan (2020-2021), DCO is developing a Strategy to operationalize its commitment to greater and more meaningful gender equality and the empowerment of women across the organization and specify the actions to be taken between 2021-2023. Full implementation of the Strategy will enable DCO to exceed 80 per cent of UN-SWAP 2.0 performance indicator requirements by 2023.

Introduction

---

1 The framework includes the Charter of the United Nations, the Commission on the Status of Women (CSW), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Resolutions of the General Assembly, the Beijing Declaration and Platform for Action of the Fourth World Conference on Women, and the 2030 Agenda for Sustainable Development.

UNDP Bangladesh/Fahad Kaizer

Vision and Goals

The overall objective of the Strategy is to promote gender equality and women's empowerment in DCO and in all of its actions.

The Strategy is elaborated in alignment with the System-wide Strategy on Gender Parity of the UN Secretary-General to strengthen gender parity and enhance an enabling work environment. In addi-tion, the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0) provides a set of 17 indicators that DCO will endorse to strengthen its gender architecture.

Indeed, as an entity of the UN system, DCO must work on two fronts at the same time. On one hand, internally as an entity by being compliant to UN gen-der normative framework; and on the other hand, by contributing to the UNDS Reform coherence through its coordina-tion mandate and playing a catalytic role by making better use of gender data and knowledge.

Given the key role that language plays in shaping cultural and social attitudes, using gender-inclusive language is a powerful way to promote gender equality and eradicate gender bias. Being inclu-sive from a gender language perspective means speaking and writing in a way that does not discriminate against a particular sex, social gender or gender identity, and does not perpetuate gender

stereotypes. This Strategy follows the Gender inclusive Guidelines.[2] DCO also recognizes that gender categories are not limited to the male-female binary and that the rights of intersex, transgender and gender non-conforming individuals, those with non-binary genders, and those who don't identify with any gender must be considered in our efforts to ensure that DCO is an inclusive organization. DCO will review and further adapt this Strategy as required when the forthcom-ing UN Strategy on the Inclusion, Rights and Protection of LGBTIQ+ Persons is adopted.

2 United Nations Gender-inclusive language

Who this Strategy applies to

This Strategy applies to DCO at global and regional level, where not mentioned otherwise. Where it also applies at country level, it will be specifically mentioned.

Overarching Requirements for DCO in the UN Legal framework on Gender Equality and Women's Empowerment

The Secretary-General 2020 Report on the ECOSOC resolution 2019/2 assesses progress in the implementation of the accountability frameworks for gender mainstreaming in the UN system at the global and country levels and in the operational activities of the UNDS. Based on the assessment of both UN-SWAP annual reports (2018 and 2019) , it proposes recommendations among which the following are particularly relevant for DCO:

Strengthen gender mainstreaming and gender equality strategic results across the 2030 agenda implementation.

Enhance leadership and commitment at the highest levels, including through the RCs across interagency and system mechanisms by supporting the implementation of 2 gender accountability frameworks: the UNCTs Score card and the UN-SWAP 2.0.

Invest in strengthened gender analysis and the use of gender data.

Enhance accountability for gender mainstreaming in the nexus of humanitarian action, peace and security and development cooperation.

Advance the development and implementation of the harmonized gender equality marker across the UN system, and enhance UN country team reporting on the marker incorporated in UN INFO as well as establishing financial targets allocation to GEEW.

Accelerate and sustain progress in support of the gender parity Strategy at the global, regional and country levels through inter alia effectuating workplace flexibility, family friendly policies and standards of conduct for all personnel.

Enhance integrated support to ensure the inclusion of GEEW as a standalone priority in UNCT strategic planning, processes, frameworks and guidance, exercising leadership through resident coordinators and country teams to ensure the minimum requirements agreed by the UNSDG inform the development of Common Country Analysis and Cooperation Framework.

The Quadrennial Comprehensive Policy Review of UN system operational activities (QCPR) adopted in 2020 also re-emphasizes that realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the Goals and targets of the 2030 Agenda. QCPR calls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women.

DCO Gender approach

The Management and Accountability Framework (MAF) of the UN Development and Resident Coordinator system is a foundational piece in the reinvigoration of the RC system. The RC system ensures the coordination of all organizations of the UN dealing with operational activities for the advancement of sustainable development at the country level, regardless of the nature of their presence in the country.

The RC Leadership Profile articulates who RCs should be and how they should behave and do their work. It is based on the United Nations System Leadership Framework adopted by CEB in April 2017, which outlines what a UN leadership culture aligned with the 2030 Agenda should consist of. Under the competency's component of the profile, it is included that RCs should 'understand the power dynamics (political, gender, economic, and social) within an environment, identifying who benefits and who is disadvantaged by them'. RCs should also 'easily connect with a broad and diverse array of stakeholders across organizational, sectoral, political, gender, generational, cultural, socio-economic and other boundaries. The RC's job description lists gender parity and geographical balance as key considerations. Under duties and responsibilities it highlights that RCs should 'promote and advocate for the fundamental values, standards and principles of the UN Charter, including respect for and protection of human rights and gender equality and advocacy on the SDG commitment to leave no one behind in achieving the sustainable development goals, and reaching the furthest behind first'.

Addressing intersectionality

Success in mainstreaming gender in the work of DCO and the UN system more broadly requires efforts that recognize that women and men are not homogenous groups. Due consideration should be given to the intersection of gender together with other factors, such as age, disability, race, ethnicity, origin, sexual orientation, religion, occupation, habitat (urban, rural, etc.) or other status which may heighten discrimination and increase the barriers to full participation and meaningful inclusion in society. Similarly, attention to gender dimensions must be made in the context of efforts to improve inclusion of other groups that are or could be left behind.
This Gender Strategy complements the work of DCO to implement other UN system-wide strategies and action plans relating to inclusion, for example, the UN Disability Inclusion Strategy. In the future, we will attempt to bring this together into a joint strategy covering disability, gender, and any other strategy developed by DCO to advance implementation of UN system-wide strategies or action plans on inclusion.[3]

---

[3] A UN Strategy on the Inclusion, Rights and Protection of LGBTIQ+ Persons is forthcoming. In September 2020, the Executive Committee established by the Secretary-General through its decision 2020/65, tasked an inter-agency group to develop a strategy and guidance on countering discrimination and violence against LGBTIQ+ persons, including an appropriate accountability framework

UNICEF/Nicoló Filippo Rosso

Strategic Areas and Actions
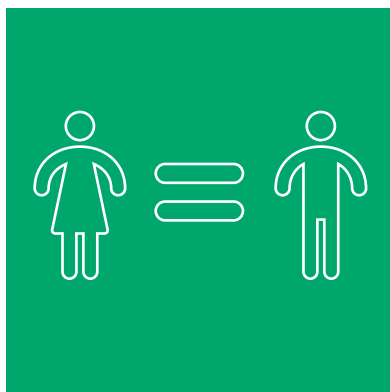
Goal A
Achieve gender parity and enhance an enabling work environment

————

Women and men in all of their diversity have the right to equal opportunities in aspects such as human resources management processes, including recruitment, and promotion, and the right to work in environments that are free from bias, discrimination and sexual harassment. Achieving gender parity and creating an enabling work environment across the United Nations System is essential to reflect the organization's founding principles of equality and to ensure that no one is left behind as part of the 2030 Agenda.[4]

From its inception, DCO has been fully committed to achieving gender parity at all levels and promoting an enabling environment in line with the Secretary-General's System-wide Strategy on Gender Parity and the Enabling Environment Guidelines for the United Nations System (2017), its Supplementary Guidance (2019) and the Field-specific Enabling Environment Guidelines[5]. The latter were drafted to provide tailored guidance for personnel in the field, especially mission settings, to help increase the representation of women and accelerate efforts to reach parity in the UN system.

The Gender Strategy sets two outcomes focused on achieving gender parity and enhancing an enabling work environment across all levels of the organization.
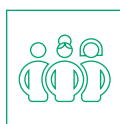
Outcome 1:
Gender parity is achieved across all staff levels and categories in DCO and Regional Offices, RCs and RCOs.

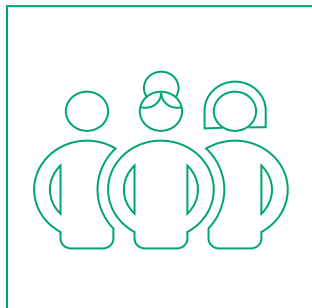**Outcome 2:**
DCO is perceived by female, male and diverse staff as a gender equal workplace where everyone is empowered and enabled to pursue a fulfilling career with the flexibility to meet their diverse responsibilities outside of the workplace, free of discrimination and harassment. Achieving this target would make DCO exceed UN-SWAP 2.0 requirement under area 13 on organizational culture.

To achieve these outcomes, the Gender Strategy identifies the following specific actions to guide implementation under Human Resources Branch oversight.

Outcome 1
Achieving
Gender Parity

Taking the UN-SWAP report 2019 as a baseline, DCO had reached the equal representation of women at the P3, P4, D1 and D2 levels. Women represented 41 per cent of staff at the P5 level. DCO coordinates and manages the Resident Coordinator system. Gender parity among Resident Coordinators was achieved for the first time in 2018, and this level was maintained in 2019 and 2020 (52% of women as of 1 November 2020). In order to maintain existing parity and enhance it where it is not yet achieved, Human Resources Branch will implement the following specific actions:

Level	Women	Men	% Women
ASG	0	3	0
D-2	17	17	50%
D-1	42	36	54%
P-5	44	55	*44%*
P-4	74	70	51%
P-3	9	10	47%
NOD	18	28	*39%*
NOC	87	87	50%
NOB	70	50	58%
NOA	13	4	76%
G-7	6	0	100%
G-6	86	8	91%
	466	368	56%

Specific actions	Lead Unit	Timeline
To ensure that the recruitment process continues to take gender perspective from talent sourcing to selection for gender parity.	HR	2021-2023
For the RC positions, the Leadership Branch of DCO to conduct regular outreach to female candidates and ensure that the pool of candidates selected to undertake the Resident Coordinator Assessment Centre is gender balanced.	HR	2021-2023
To launch jointly with OCHA and in close cooperation with UNSDG entities a RC/HC talent pipeline initiative aiming at identifying and grooming for the RC track both a diverse and gender balanced pool of highly qualified candidates.	HR/ Leadership	2021-2023
To roll out a talent development initiative with a focus on women at National Officer level to P-5 across functional areas to gain richer experience and exposure to seek higher-grade level positions.[6]	HR	2021-2023
To implement a system for mentoring female RCs staff by both women and men, involving staff from all categories with a mentor being more senior.	HR	2021-2023

6 Within the career framework, initiatives will be developed to ensure we can provide adequate support to women at the national officers level to enhance their managerial and programmatic skills.

Outcome 2
Enhancing
an Enabling
Work Environment

In order to enhance an enabling and gender-responsive environment, DCO commits to the actions below under three interrelated areas of work.

A. STANDARDS OF CONDUCT

Specific actions	Lead Unit	Timeline
For all staff to do the "I know gender" mandatory training DCO HR to increase compliance to 75%.	HR	2021-2023
For all staff to complete the "Human Rights of LGBTI People.[7]	HT	2021-2023
To ensure OHR guidance are disseminated to all staff to be aware of safe and accessible channels to confidentially report harassment, sexual harassment or abuse of authority without fear of retaliation.	HR	2021-2023
To ensure allegations of misconduct are monitored in a confidential and independent manner and their outcomes tracked by the relevant offices.	HR	2021-2023

B. FAMILY-FRIENDLY POLICIES

Specific actions	Lead Unit	Timeline
To ensure RC job openings are advertised a year in advance, allowing for better planning for candidates who need to accommodate their personal needs, in particular family needs.	HR	2021-2023
Leadership Development to reach out to female RCs after they are appointed to see how DCO can relay and better support their specific concerns and follow up with concrete actions.	HR	2021-2023
To integrate a gender perspective and considerations in all relevant learning and management/leadership development programmes.	HR	2021-2023

C. FLEXIBLE WORKING ARRANGEMENTS (FWA)

Specific actions	Lead Unit	Timeline
While each UN Organization will have to apply their respective FWA policy, DCO will issue a memo to encourage RCs to consistently encourage UNCT members to apply the Strategy with the most flexibility everywhere possible.	HR	2021-2023
To collect data and report on the number of requests and approvals for FWAs within RCS with the highest level of disaggregation possible (sex, location, level, disability, etc.)	HR	2021-2023

7 This electronic course, developed by OHCHR and ILO, on the human rights of lesbian, gay, bisexual, transgender and intersex (LGBTI) people is an introductory course designed for UN staff, State officials, civil society organizations, national human rights institutions and other stakeholders. It will equip learners with information on key terms and concepts related to LGBTI people, harmful myths and stereotypes, human rights violations faced by LGBTI people, the role of the UN and steps that UN officials and others can take to tackle violence and discrimination against LGBTI people.

Goal B
Promoting Gender mainstreaming and women's empowerment in DCO

___

DCO's tailored approach on the UN-SWAP framework

The UN-SWAP Framework covers both programming and operations. Since DCO does not implement programmatic work directly, but rather supports the elaboration and implementation of cooperation frameworks, only some of the indicators apply to DCO. For the indicators focused on joint planning and programming, DCO will not report in the UN-SWAP 2.0 to avoid duplication with the UNCT score card. UNCTs report on the Cooperation Framework and programmatic gender related SDG results in the UNCT Scorecard.

To address the gender-related SDG indicators, DCO commits to including a standalone result on gender equality and women's empowerment in the next Strategic Plan. It will also ensure that indicators to measure progress on the implementation include sex-disaggregated data. For further clarification, requirements on Programmatic results and on Evaluation in the UN-SWAP are not applicable to DCO.

DCO Scope on UN-SWAP Indicators

The Gender Startegy is referring to SWAP as a road map to ensure that DCO will actively promote gender equality and women' empowerment. It is important to note that "exceeding requirements" is not a final state, therefore maintaining ¨exceed-ing requirements¨ involves continuing implementation of relevant actions and performance requirements.

UNOPS/Ricci Shryock
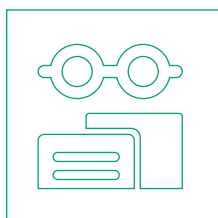
Core Area
Oversight

Core Area
Policy

Indicator 1: Audit
is a centralized function in the Secretariat and entities should report according to the data provided by OIOS.

Specific actions	Lead Unit	Timeline
The Office of Internal Oversight Services (OIOS) to continue conducting audits on gender mainstreaming and systematically making relevant gender equality findings available on the OIOS Internet website and listing them in the annual reports provided to the General Assembly on the activities of OIOS.	OIOS	2021-2023
To continue undertaking a risk-based assessment that considers gender-related themes when identifying potential audit and other oversight activities.	OIOS	2021-2023
To carry out an International Labour Organization participatory gender audit or equivalent out before 2023 and every 5 years thereafter.	OIOS	2023-2023

Indicator 2: Gender policy development
DCO needs to demonstrate it has implemented a strategy that support GEEW.

Specific actions	Lead Unit	Timeline
Develop a dissemination plan to circulate the Gender Strategy for all staff to be aware of it and of its implications for DCO.	SMT/ Gender Advisor	2021
To roll out the Gender Strategy with its specific actions resourced, monitored and implemented.	SMT/ Gender Advisor	2021-2023
Establish the SMT to be the highest decision-making body on GEEW overseeing progress in implementing the Gender Strategy based on Gender Advisor's monitoring	SMT	2021
To develop a short document for RCs: Focusing on gender, it includes: a) international legal framework b) UN legal framework and system wide strategies and tools c) key steps to undertake related to gender once appointed as RCs d) key existing resources.	Gender Advisor/ HR/UNSDG	2021-2023
To request a final evaluation of the implementation of the Gender Strategy to assess progress made and to guide the development of the next strategy, taking into account, where relevant, information on implementation of other DCO policies related to UN system-wide strategies on inclusion.	SMT	2023
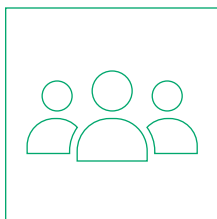
Core Area
Leadership

Indicator 3: Financial resource tracking and allocation
The financial resource allocation indicator involves entities establishing a benchmark of their funds to be spent on gender equality and women's empowerment. Financial resource tracking involves the ability to track financial disbursements.

| Specific actions	Lead Unit	Timeline
The ASG and Senior Managers to internally and publicly champion GEEW/G as a core priority for DCO and a key accelerator for SDGs achievements, with related indicators in Senior Managers performance assessment.	SMT/Front Office	2021-2023
Include gender as a standalone topic in RCs global webinars, internal memos and instructions, and GEEW being included on a regular basis on the agenda of the senior management team meeting.	SMT/SLB, Front office	2021-2023
To include gender updates in the monthly updates to RCs and in RC Orientations and other support.	Front Office	2021-2023
For DCO Front Office to ensure that the ASG will only participate in panels which include at least one woman as a speaker.	Front Office	2021-2023
To dedicate one DCO all staff meeting to gender issues every year (on DCO as workplace or on programmatic aspects)	SMT	2021-2023

Core Area
Performance

Indicator 4: Gender responsive performance management
Accountability for gender equality is best implemented when it not only targets senior leaders but also includes all staff, through the integration of appropriate objectives in each staff member's performance plan and review.

Specific actions	Lead Unit	Timeline
To ensure the integration of GEEW into core values and/or competencies for all staff, with a particular focus on levels P-4 or equivalent and above, including decision-making positions in all committees, missions and advisory bodies.	HR	2021
To put in place a system of recognition for excellent work promoting GEEW.	HR/SLB	2022-2023
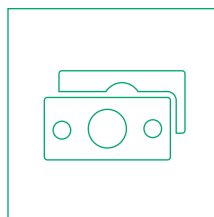
Core Area
Finances

Indicator 5: Financial resource tracking and allocation
The financial resource allocation indicator involves entities establishing a benchmark of their funds to be spent on gender equality and women's empowerment. Financial resource tracking involves the ability to track financial disbursements.

Specific actions	Lead Unit	Timeline
To ensure that adequate funding is made available for the implementation of the Gender Strategy including 1) salary of gender advisor, 2) % of gender focal points salary and 3) training on gender (tracked by HR), as a benchmark and monitor these as budget allocation to gender.	SMT	2021
To establish a resource tracking mechanism to quantify funds that are allocated to promoting GEEW/G and thereby to define and track financial allocation targets.	BMB, Gender Advisor	2021
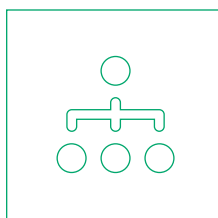
Core Area
Architecture

**Indicator 6: Gender architecture**
Weak gender architecture, including understaffed and underfunded gender focal point networks and gender units, prevent UN entities from meeting their gender-related mandates.

Specific actions	Lead Unit	Timeline
To ensure Gender expert presence at HQ under the institutional agreement with UN Women.	Gender Advisor	2021-2023
Finalize the agreement with UN Women on Gender coordinators based in specific RCOs.	ASG. Gender advisor	2021
To develop Terms of Reference and establish a network of gender focal points within DCO throughout Regional Offices with 20% of their time dedicated to gender focal point functions and in RCOs with no dedicated time specified.	Gender Advisor	2021
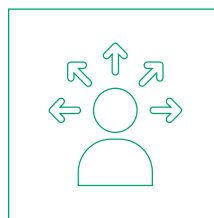
Core Area
Capacities

Indicator 7: Capacity assessment and capacity development
A capacity assessment comprises the first step to enhancing capacity. Capacity development aims for all staff to understand what is GEEW and to acquire the capacities necessary to promote gender equality and women's empowerment in their work.

Specific actions	Lead Unit	Timeline
To undertake an entity-wide gender capacity assessment within all current staff of DCO, with an additional attention on intersectionality with other UN system-wide inclusion areas.	Gender Advisor/ HR	2022
The assessment's results are to be used as a baseline to develop a capacity-building plan and training package that is to be reviewed and updated every three to five years.	Gender Advisor/ BMB (HR)	2022
To include the mandatory training "I know gender" in the new staff's induction package for all levels of entity at HQ, Regional and Country Offices.	BMB (HR)	2021-2023
DCO HR to track compliance and report to the SMT every 6 months.		
To include a tailored training on gender in managers' the RC pipeline learning, complemented by "journey of learning" on gender.	BMB (HR) Gender Advisor	2021-2023

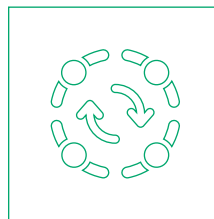Kyrgyzstan © UNDP Eurasia/Danil Usmanov

Core Area
Knowledge and
Communication

Indicator 8: Effective communication of gender equality work has a direct positive correlation with the overall performance of an entity on GEEW.

Specific actions	Lead Unit	Timeline
Knowledge on GEEW/G that is substantially related to DCO´s mandate and expertise to be systematically documented and shared internally and externally.	CRR	2021-2023
To share with the network of Information Centres (UNICs) and RCO communications colleagues as well as with the wider UN Communications Group network guidelines on gender neutral language for the UN system. (See Box 1)	CRR	2021-2023

Box 1. The network has over 1600 colleagues at the global, regional and local level (on a community of practice established through the Yammer platform).This integrated network of RCO Communications and UNIC colleagues has been growing since 2019, with every RCO being provided with a dedicated communications officer and with the integration of the UNIC into the RCO implemented in 45 countries. At the end of 2019 the network had about 80 communications officers. The DCO team is constantly ensuring quality of UNCT communications materials, often suggesting changes when products lack a gender lens.

Specific actions	Lead Unit	Timeline
To roll out DCO communication plan which includes GEEW/G as an integral component of internal and public information dissemination.	CRR	2021-2023
To actively be involved in an inter-agency community of practice on GEEW/G	CRR	2021-2023

Core Area
Coherence

Indicator 9: Coherence
Through partnerships, inter- agency exchange and joint actions have a direct impact on knowledge and good practices that are relevant to GEEW, making savings on scarce resources and reducing duplication.

Specific actions	Lead Unit	Timeline
To continue systematically participating in (i) interagency working groups (IAWG) : on GBV, PSEA and IANGWE; (ii) UNSDG Task teams and networks on gender and on LNOB and HR; (iii) Joint programme Spotlight; (v) UN Inter-agency Standing Committee on Women Peace and Security; (vi) UN inter-agency groups on countering violence and discrimination against LGBTIQ+ people	PPB	2021-2023
To participate in an UN-SWAP peer review process.	Gender Advisor	2021
To support the implementation of at least one UN-SWAP performance indicator in another entity.	Gender Advisor	2021

Monitoring
and Evaluation

UN Women/Nicolas Axelrod

UN/ Mongolia

It is the responsibility of DCO staff at all levels to monitor and report on progress made towards implementation of this Strategy. DCO will review the implementation of this Strategy and present review annually to the Se-nior Management Team (SMT) with recommendations. The SMT will be responsible for implementing remedial action as needed.

To ensure colleagues are aware of progress and identify upcoming opportunities for advancing gender equality and women empowerment through their work, each branch and regional office will include gender in the agenda of their standing meetings or other planning meetings at least once per quarter.

Each year the DCO Gender Advisor will coordinate inputs from responsible units for a review of implementation of the Strategy, with inputs from each branch or section and will present the review to the SMT with recommendations.

A detailed evaluation of the implementation of this Strategy will be conduct-ed by the SMT with support from the DCO Gender Advisor, in mid-2023 to inform the next planning cycle within DCO.

Knowledge and good practices within DCO will be collected and disseminated in accessible formats, to create an enabling environment, empower women and address exclusion and discrimination on the basis of gender in any form, including multiple and intersecting forms of discrimination and discrimination by association. This information will be made available through the DCO internal communication channels.

In order to promote internal synergies for greater impact, at least one annual meeting of relevant DCO focal points to jointly discuss intersec-tional or cross-cutting findings in the implementation of the respective policies and other UN inclusion-related strategies will take place. A joint report will be submitted to the DCO Senior Management Team annually that identifies insights and makes recommendations for further enhanc-ing actions in addressing barriers and challenges that intersect.

Within DCO, the Gender Specialist and Human Resources focal point from the New York Office will provide on-going technical support, policy advice, capacity building, and monitoring and reporting.

Gender	refers to the roles, behaviours, activities and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, "gender" also refers to the relations between women and men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context- and/or time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken and access to and control over resources and decision-making opportunities. Gender is part of the broader socio- cultural context, as are other important criteria for sociocultural analysis, such as class, race, poverty level, ethnic group, disability, sexual orientation and age.
Gender analysis	is a critical examination of how differences in gender roles, activities, needs, opportunities, rights and entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions and that, where possible, greater equality and justice in gender relations are promoted.
Gender Binary	A system of classifying sex and gender into two distinct and disconnected forms of masculine and feminine. It can be referred to as a social construct or a social boundary that discourages people from crossing or mixing gender roles, or from creating other third (or more) forms of gender expression. It can also represent some of the prejudices which stigmatize people who identify as intersex and transgender.
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, maintain the status quo and will not help transform the unequal structure of gender relations.
Gender equality	refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue; it should concern and fully engage men as well as women. Equality between women and men is seen as both a human rights issue and a precondition for, and indicator of, sustainable, people-centred development.

Annex 1:
Glossary of Terms

Gender identity	One's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from their sex assigned at birth.
Gender mainstreaming	is the chosen approach of the United Nations system and international community towards realizing progress on women's and girl's rights, as a subset of the human rights to which the United Nations is dedicated. It is not a goal or objective on its own; it is a strategy for implementing greater equality for women and girls in relation to men and boys. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.
Gender norms	are ideas about how men and women should be and should act. People internalize and learn these "rules" early in life, which sets up a life cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time.
Gender-responsive	A policy or programme that considers gender norms, roles and inequality, with measures taken to actively reduce their harmful effects.
Intersectionality	is the balance between our merging identities and the singular lived experience that comes as a result. Coined in 1989 by Dr. Kimberlé Crenshaw to refer to the compounding impacts of simultaneous racial and gender discrimination, and now widely applied within many social justice spaces, intersectional theory gives language to the complex layers that make up each of us, uncovers where they intersect, and highlights how we then experience the world as a result.
Intersex	A general term used for a variety of genetic, hormonal, or anatomical conditions in which a person is born with a reproductive or sexual anatomy that doesn't seem to fit the typical definitions of female or male. Some intersex individuals identify as transgender or gender variant; others do not. (Note: hermaphrodite is an obsolete term that is not currently considered appropriate.)
Queer	An adjective used by some people whose sexual orientation is not exclusively heterosexual. Typically, for those who identify as queer, the terms lesbian, gay, and bisexual are perceived to be too limiting and/or fraught with cultural connotations they feel don't apply to them. Some people may use queer, or genderqueer, to describe their gender identity and/or gender expression. Once considered a pejorative term, queer has been reclaimed by some LGBTQ people to describe themselves; however, it is not a universally accepted term even within the LGBTQ community.

Sex-disaggregated data	are data that are cross-classified by sex, presenting information separately for men and women, boys and girls. Sex-disaggregated data reflect roles, real situations, general conditions of women and men, girls and boys in every aspect of society. For instance, the literacy rate, education levels, business owner- ship, employment, wage differences, dependants, house and land ownership, loans and credit and debts. When data are not disaggregated by sex, it is more difficult to identify real and potential inequalities. Sex-disaggregated data are necessary for effective gender analysis.
Temporary special measures	This term refers to actions aimed at accelerating de facto equality between women and men that may, in the short term, favour women. Other terms that are often used to refer to such "special measures" in their corrective, compensatory and promotional sense are the terms "affirmative action", "positive action", "positive measures", "reverse discrimination" and "positive discrimination". However, the preferred term within the United Nations system is "temporary special measures". Article 4, paragraph 1, of the Convention on the Elimination of All Forms of Discrimination against Women states that: "Adoption by States parties of temporary special measures aimed at accelerating de facto equality between men and women shall not be considered discrimination as defined in the present Convention, but shall in no way entail as a consequence the maintenance of unequal or separate standards; these measures shall be discontinued when the objectives of equality of opportunity and treatment have been achieved." The concept consists of three parts:
	Temporary: Such measures should not be deemed necessary forever, even though the meaning of "temporary" may, in fact, result in the application of such measures for a long period of time. Temporary special measures must be discontinued when their desired results have been achieved and sustained for a period of time.
	Special: The term "special", although in conformity with human rights discourse, also needs to be carefully explained. Its use sometimes casts women and other groups who are subject to discrimination as weak, vulnerable and in need of extra or "special" measures in order to participate or compete in society. However, the real meaning of "special" in the formulation of article 4, paragraph 1, of the Convention on the Elimination of All Forms of Discrimination against Women is that the measures are designed to serve a specific goal.
	Measures: The term "measures" encompasses a wide variety of legislative, executive, administrative and other regulatory instruments, policies and practices, such as outreach or support programmes, allocation and/or reallocation of resources, preferential treatment, targeted recruitment, hiring and promotion, numerical goals connected with time frames, and quota systems. The choice of a measure will depend on the context in which article 4, paragraph 1, is applied and on the specific goal it is aimed at achieving.
Transgender	An umbrella term for people whose gender identity and/or gender expression differs from what is typically associated with the sex they were assigned at birth. People under the transgender umbrella may describe themselves using one or more of a wide variety of terms—including transgender. A transgender identity is not dependent upon physical appearance or medical procedures. Being transgender does not imply any specific sexual orientation. Therefore, transgender people may identify as heterosexual, gay, lesbian, bisexual, etc.