



“Gender Perspective in EU Mobility Programs”

# GOOD PRACTICES ON GENDER



Co-funded by the Erasmus+ Programme of the European Union

Toplum Gönüllüleri Vakfı - TOG (Community Volunteers Foundation)  
Good Practices on Gender  
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# GOOD PRACTICES REPORT



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# FOREWORD

There is no doubt that Erasmus+ mobilize many young people throughout Europe and partner countries and provide them several opportunities and various benefits. I also know personally, how this program changes young people life including their way of thinking and make them gain new abilities. But on the other hand young people might face various problems and challenges during their mobility period. Especially the possibility of young women and LGBTI+ to experience gender based discrimination during their mobility period is higher in compare with male peers.

Unfortunately mobility program implementers feel that they are not equipped with the necessary skills and knowledge to tackle any discriminatory situation. As a result, they cannot provide any support to young people, in particular to female and LGBTI+ ones, in cases of sexual harassment or gender based discrimination.

Thus the major aim of this study is to collect data that will allow to develop mechanisms of prevention and response to situations of discrimination, thus striving to increase the quality of the experience that young women and young LGBTI+ within exchange programmes and to bring the gender perspective to the centre while considering and evaluating the mobility programmes.

We hope this research, contributes to the discussion on preventive suggestions against those discriminative practices and on developing reliable solutions and mechanisms for young women and LGBTI+ and to initiate gender mainstreaming work at the youth organisations.

Nilay Küme  
Youth worker

# INTRODUCTION

*Gender Perspective in EU Mobility Programmes* (February 2017 to June 2018) is a strategic partnership project to promote innovative solutions on gender related problems for youth organizations by building capacity and strategic partnerships among them. By doing this, the project aims to increase the visibility of gender issues in youth organizations and to mainstream the gender point of view in EU Mobility Programs. Thus youth organizations will increase their knowledge and skills by learning from each other and encourage young people to be more active citizens by offering them new tools in order to have more participatory and gender sensitive perspectives. While the project highlights gender related problems and challenges faced during mobility period, it also aims to empower young women and young LGBTI+ through national and international solidarity mechanisms by taking into account their needs and expectations.

The partnership brings together 4 civil society organizations and 1 university unit working in the field of youth in 4 different countries. In order to achieve the aims and outcomes of this project a primary research and a secondary research was conducted by each partner. This good practices report was prepared by the researchers from Toplum Gönüllüleri Vakfı (TOG) [Community Volunteers Foundation] (Turkey), the Portuguese Network of Young People for Gender Equality (Network) (Portugal), United Societies of Balkans (Greece), EURO-NET (Italy), and Yaşar University (Turkey). This report intends to document some good practice examples which try to make contribution towards achieving gender equality and gender mainstreaming around the world. The format for presenting the good practices adopted from the UN Women's



Guideline for reporting good practices<sup>1</sup> and the European Institute for Gender Equality website on good practices<sup>2</sup>.

The main aim of the good practices report is to introduce some examples of policy making and policy implementation activities and processes for making progress towards gender equality and gender mainstreaming to the youth organisations and the EU bodies within the scope of this project. This is a collection of good practices adopted by different organisations around the world. In order to have a wide variety of examples and to learn from the countries outside the EU, researchers chose good practice examples from two countries, one is their own country and the other is a country outside the EU.

Each case study first details the background and explains the need for the formation such a project. Some information is provided about the objectives of the specific “good practice” and the methods and strategies are explained. Then outcomes and limitations are discussed and the lessons learnt from the exercise are summarized.

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1\_ <http://www.un.org/womenwatch/osagi/goodpraexamples.htm>

2\_ <http://eige.europa.eu/gender-mainstreaming/good-practices/about>

# I. GOOD PRACTICE EXAMPLES FROM THE PARTNER COUNTRIES

## 1. Ergani Centre (Greece)

### • *Background*

The Ergani Centre was established in 1991 after receiving funds from the EU Initiative, Employment NOW. The Centre is the outcome of a mixture of ideas from a number of organizations and authorities of Northern Greece, all focusing on enhancing female participation in the workforce and on eliminating factors that lead to women's exclusion from the labour market. The name they have chosen for the centre, "ERGANI", is an adjective attributed to the Goddess Athena by the Ancient Greeks in honour of the Goddess's diligence and creative ability, features that best summarize the services, for which the Centre was established.

### • *The rationale for changes in relation to gender equality in the project*

The Ergani Centre supports women who aspire: to enter or re-enter labour market; to improve their working position; to create or improve their own business; to start up a women's cooperative or improve an existing one; to familiarize themselves with modern technology and use it.

The Ergani Centre participates in national and transnational networks and creates or/and cooperates with other resource centres. Ergani provides counselling services on employment and business issues to unemployed men and women, and to members from vulnerable social groups, in the framework of special funding programmes.

Furthermore, Ergani creates educational packages and conduct researches on issues related to women's employment and entrepreneurship, the results of which are diffused in local, regional, national and European level.

### • *The objectives of the project*

The basic principles underlying the Centre's operations have not been altered since its establishment and constitute the core of its successful course throughout the years: Every beneficiary is a unique case for the Centre; The priorities and particular characteristics of every beneficiary are treated with the utmost respect; The relationship between the beneficiaries and the advisors is equal at all levels; The counselling process is proactive and participatory.

### • *The strategy adopted to achieve this objectives*

The strategy adopted by the Ergani Centre is to treat each individual as a special case. All individuals have equal treatment and are always treated with respect to the specific needs of each person. For example, in the case of a programme involving Roma women, creative work was provided for their children so that they could watch the programme unhindered.

### • *The outcomes - specific changes as a result of the project*

Women who have been participating in Ergani Centre's counselling programmes over the years have not simply succeeded in becoming successful in

the workplace but in many cases have managed to grow their businesses so that they could hire other people too, especially other women. Even in cases where the participants did not take a business plan, they acquired the appropriate skills to become more competitive in the job market while gaining self-confidence and self-awareness.

### • *The factors contributing to / hindering the success of the project*

The economic crisis has led to a high proportion of women in unemployment, which in turn has raised the number of women seeking the help of the Ergani Centre too. At the same time, funding received by the centre has fallen to a low level and a large proportion of workers are now volunteering. Although the quality of the services provided remains the same, these two factors decrease the number of women who can benefit, and in the future it may stop the provision of services completely.

### • *Summary of the main lessons learned*

If the funding for the Ergani Centre increases, the number of women benefited would also increase. At the same time, if adequate funds were available, financial assistance could also be given to women from vulnerable social groups. Over time, if there is adequate funding, there is a plan to develop a support program for refugee women. This project will have two strands: it will provide the refugees with the appropriate skills for the labour market as well as Greek courses, while the second part will provide them with individual support for the creation of business plans.

It should also be noted that it is considered that for various reasons some women would not have the expected results in their plans, something that would lead to financial failure, discouraged them to realise this plans.

## 2. Greek Transgender Support Association (Greece)

### • *Background*

Greek Transgender Support Association (GTSA) is the only recognised association for the promotion of the trans rights. It is striving for a society where discrimination will not exist and all people are equal before the law. The main aim of the association is the legal recognition of gender identity and it is struggling towards this direction through public events, lobbying with politicians and MPs, publishing books, writing articles etc. GTSA is one of the most dynamic and active associations in the Greek LGBT community and its work is remarkable and recognisable in defending trans rights. This fact is evident also by the many members it has and the contacts it has acquired in various areas.

### • *The rationale for changes in relation to gender equality in the project*

Extension of the anti-discrimination law, to include discrimination on the grounds of gender identity, in the workplace, in the provision of services (public and private) and in the rental of housing or work premises (the current law covers sexual orientation but not gender identity, i.e. trans people).

Extension of the anti-racism law to include gender identity (the current law does not cover sexual orientation or gender identity).

Revision of the law on prostitution, to change it from a misdemeanour to a minor offence in order to disengage the judicial system from the “aftoforon” system (requiring the processing of an offence within 24 hours of an arrest) that often operates as a process of humiliation and putting-down of transgender



women who are forced to practice prostitution due to social exclusion. Also abolition of Article 347 of the Penal Code which speaks of «unnatural acts of buggery between males».

Removal of cross-dressing, transvestism and transsexuality from the list of psychiatric disorders (a list analogous to the ICD-10 of the World Health Organization – WHO). However, at the same time as the removal of transsexuality from the list of psychiatric disorders, we are asking that it be considered as a medical (but not clinical or pathological) condition requiring psychological support and appropriate endocrinological or other treatment in order for the external appearance of the person to follow the gender of choice. The recent proposal of specialised doctors at a conference in Amsterdam, and the legislation recently adopted by the Government of France, can be considered as a model for this.

Creation of a program by the Ministry of Education to tackle discrimination towards the adoption of a barrier to discrimination for teachers, parents, students, university students, and the fostering of a climate against homophobia and transphobia in educational institutions at all levels.

Briefing and training of security forces on issues of diversity and in particular on gender identity.

### • *The objectives of the project*

Among others they offer psychological supports to trans people, meals to trans who cannot afford them, legal support, theatre group, help to LGBTI+ refugees who are seeking asylum (they are dealing right now with more than 40 cases and 18 of them have taken an asylum already), recording the victims of racist / homophobic /transphobic/ ableism violence.

### • *The strategy adopted to achieve this objectives*

They are mainly using advocacy through traditional and social media. They have also published books and guides that help people learn their rights and have recently created an electronic magazine. Their action also includes letters to public bodies, courses, information days and work in the field.

### • *The outcomes - specific changes as a result of the project*

Among other things, recent successes include the first legal change of name and gender in one person, who did not have any surgical procedures. They also participated in the consultation on the recognition of civil partnership.

### • *The factors contributing to / hindering the success of the project*

The association's action is largely based on volunteering by its members as well as on money offers from members and friends. The economic crisis has affected both sectors.

### • *Summary of the main lessons learned*

The action of the association could be improved in many areas if there was greater funding. Among other things, a shelter for transsexuals could be made. The association's action will continue until all of its goals are met. The long-term goal is equality between all genders.

### 3. Training Greek women to take their place in regional and local government project (Greece)

#### • *Background*

As part of its programme of local government reform, Greece has implemented a nationwide programme of gender training. It targets women who are councillors, candidates in regional and local elections, and social services workers. The courses are designed to increase the number of women who stand for election, and then to make them successful decision-makers. This initiative is needed because despite the 2001 law that established a quota of one third of each sex in the candidate lists in local elections, very few have been elected. Women constitute none of the 13 regional governors, 11 vice governors, eight of the 325 mayors and 115 of the 713 regional councillors. The training forms part of the *Kallikratis* programme, under which regional and local government boundaries were redrawn and power devolved to newly-created municipalities. It runs from 2009 until 2015, and is funded through Greece's National Strategic Reference Framework (NSRF). It was designed by PETA SA with the help of the General Secretariat for Gender Equality (GSGE).

#### • *The rationale for changes in relation to gender equality in the project*

The design and implementation of the project *Encouraging and supporting the participation of women in positions of political responsibility and representation at regional and local level* was successfully combined with a significant change of the local and regional institutional framework in Greece. Of particular importance is Law 3852/2010

(also known as the *Kallikratis* programme), which reorganised the regional and local government structures. It reformed the administrative division of Greece, redefined the borders of the locally self-administrated units, and modified the electoral procedure and responsibilities related to their governing bodies. The new local and regional institutional framework also introduced important changes in the field of gender equality. New Regional Committees on Gender Equality (PEPIS) have been created to mainstream gender into all programmes and implement specialised programmes focused on women. Locally, all competencies in care, social services and welfare – including gender – have become the sole responsibility of the new municipalities. By the end of 2012, all municipalities were obliged to set up Units for Social Policy and Gender Equality Policies. These are in charge of preventing and combating violence against women, combating gender stereotypes, increasing women's participation in employment, reconciling professional and private life, encouraging women's social and political participation and promoting women in decision-making. There are also special programmes for vulnerable social groups. The new institutional framework also allows the municipalities to set up specialised committees, such as Committees for Gender Equality which bring together elected representatives, municipal employees, gender experts and representatives of local NGOs.

#### • *The objectives of the project*

In response to these developments, the General Secretariat for Gender Equality (GSGE) designed a training project, which runs from 2009 until 2015. It uses the European Charter for Equality of Women and Men in Local Life as a symbol of the project's objectives. Ceremonies to sign the charter serve to bring gender equality to the notice of mayors,

governors and other local authorities. The charter's Implementation Guide offers specific ideas and good practices from other countries. The Council of European Municipalities and Regions, which was responsible for the charter, invited the General Secretary for Gender Equality to a meeting in Vilnius in May 2012 for representatives from countries where similar actions have been developed.

### • *The strategy adopted to achieve this objectives*

The training is delivered through a series of two-day training courses, which are held all over the country in each of the 13 regional capitals. Organising this required intensive contact with the regional authorities beforehand, not only on logistical matters, but also to ensure that the content matched local women's needs (the needs and pre-existing knowledge of urban and rural women was found to differ considerably). The training was promoted to local decision-makers (mayors and regional governors) by ceremonies organised to sign the European Charter for Equality of Women and Men in Local Life. Three women from each municipality are invited to take part in each seminar. By the end of the project, it is expected that 1,500 women have been trained. The courses run over two days for groups of up to 30 women, and are divided into five sessions, which cover gender policy, self-empowerment and time management, the gender perspective and gender issues, communication skills and networking. They adopt a participative method involving role plays and exercises. Evaluation is carried out through participant questionnaires which rate content, organisation, the trainers' skills and relevance to needs. A set of open questions also allow participants to comment on the reasons for attending, their expectations, and any strengths and weaknesses they observed.

### • *The outcomes - specific changes as a result of the project*

The main effects have been at local level. Seminar participants have developed the skills and knowledge that are necessary for their political activity, thus increasing women's participation in decision-making. Thus empowered, the participants are introducing an innovative gender mainstreaming policy framework at local level, where they can contribute to decision-making and the implementation of gender equality policy. The involvement of elected women in gender equality policy and the promotion of a bottom-up approach in policy-making are expected to play a decisive role in gender mainstreaming at municipal and regional levels.

### • *The factors contributing to / hindering the success of the project*

One of the first issues to be tackled was to increase the participation of women in decision-making. Although the law provides for quotas for women (one-third of candidates in national, municipal and regional elections), the results of the last municipal and regional elections showed limited progress in this area.

### • *Summary of the main lessons learned*

In the national elections of 17 June 2012, only 63 women were elected to the Greek parliament (21%) out of the 963 women who were candidates in line with the legally defined quota (1/3). If this percentage increases, the results of similar programs will increase.

The initiative ended in 2015, funded within the National Strategic Reference Framework (NSRF), under the Operational Programme 'Public Administration Reform'. As a follow-up, a similar project has been designed for women in positions

of political responsibility and representation at national and European level. The new project will be implemented by the Research Centre for Gender Equality (KETHI) under GSGE's guidance. Funded by the National Strategic Reference Framework (NSRF), its main aim is to increase women's participation in national and European decision-making. Greek municipalities and regions have the opportunity to design training seminars on gender equality issues according to their needs, in collaboration with the National Centre for Public Administration and Local Government (EKDDA), which is the strategic public agency for the training and education of public servants and local government employees.

This is the first time in Greece where gender training at a local level has been implemented in such an integrated way. The seminars are well-organised and the content of the teaching sessions is based on the women's needs and interests.

## 4. The Project “Electa-e” (Italy)

### • *Background*

The project was developed by the Consulta delle Elette (Women Election Assembly) of Piedmont Region, representing over 3,000 women elected in Piedmont, and is therefore an extraordinary pressing group of women's citizenship, provided that women acquire those knowledge, skills and security that permit their recognition and the possibility of mutual value. The project was implemented with the support of the European Social Fund which provided support to Equal Institutions for the promotion and design of information and ICT networks aimed at spreading the culture of equality and enhancing women.

### • *The rationale for changes in relation to gender equality in the project*

The project has worked in the field of gender equality, enhancing female participation in local government bodies where the number of women is still too low, supporting elected women and helping their numerical growth in the organs of local public entities and in general, of institutional representation.

### • *The objectives of the project*

The whole project design action can be considered a good practice, having developed a means of spreading the culture of equality, where equal opportunities policies have been proposed as a primary indicator of good governance.

### • *The strategy adopted to achieve this objectives*

A series of actions has been set up to create a network of elected women and thus enable gender

mainstreaming that, to be fully realized, needs women who are aware of their role and able to represent gender mainstreaming in all the actions of government and development of the territory. Mainly, the project provided information and assistance to women administrators and women active in the various sectors of the Public Administration.

This activity was realized through a discussion forum activated within a web page dedicated to the project within the Regional Council's website, which was animated by a group of women and men who, thanks to their experience in different fields, provided support to give operational responses to specific needs. The service has enriched the web site of the project presentation with which have been promoted the dissemination, comparison and exchange of information and experiences, the knowledge of the Women elected and Consultative activities and the visibility of both.

The same aims for networking and dissemination were pursued through discussion and deepening actions that were initiated in seminars and conferences (held in Piedmont, but also in Strasbourg and Brussels) and through information tools such as the periodic newsletter sent to all the elected women of Piedmont.

The initiative ended with a moment of dissemination and spreading of results through the participation at the Local Government Fair with a stand dedicated to the project and aimed at all concerned to make gender mainstreaming a benchmark for government actions (with over 2500 participants).

### *• The outcomes - specific changes as a result of the project*

The good practice built in the project enabled Piedmontese women elected to work in a network, to

recognize each other and to give each other value.

### *• The factors contributing to / hindering the success of the project*

By promoting networking, the project has consistently aligned with the EU guidelines contained in the definition of the "Framework Strategy for Equality between Women and Men", which, inter alia, in the actions that are geared towards the goal of "to improve the balance between men and women in political decision-making", encourages the creation of networks between multi-level women, from European level to national, regional and local level.

The project has experienced the strategic value of network work methodology, proposing it as an instrument to overcome the limit of a fallacious view that sees gender equality in decision making solely in quantitative equality, without considering that the capacity of women elected to become a unitary spokesman for the needs of the female component of citizenship is an absolutely important element in institutional reality, as well as a central factor of European priorities.

### *• Summary of the main lessons learned*

Activity can be improved with the approval of specific regional or national laws that emphasize gender actions and equal opportunities. In addition, it is possible to develop moments of awareness to men and women about the usefulness of applying the principles of equal opportunities in daily life (for example, on the occasion of International Woman's Day) or initiatives to raise awareness of citizenship against violent and detrimental behaviours of dignity of women.

To develop such a project, it is necessary firstly the resources to finance and then the political will

to put it into practice. A possible follow-up is the development on national level of the actions carried out in the regional context.

The elected women do not have the greatest need for administrative training of their male colleagues but recognize that well-being and governance in the interests of citizens is an important commitment that finds foundation and support in the set of knowledge and skills that they possess and need to be continuously enriched up to date.

The project can become a transferable experience in other provincial and regional contexts, leading to the establishment of a network of electoral organizations that, if nationally widespread, would have the ability to represent more strongly and visibly the entire women electoral community, contributing significantly to bringing more women to political and administrative experience and thus increasing the number of women elected.

## 5. The Project “CON-TEMPO” (Italy)

### *• Background*

The project, funded by the European Social Fund for a period of 30 months, had as beneficiary a partnership consisting of six local authorities (municipality of Pavia, municipality of Cremona, municipality of Crema, municipality of Lodi, municipality of Mantova), private organizations, workers’ unions (CGIL - CISL - UIL Pavia), public companies, trade associations and the University of Pavia.

The idea was born out of the common sensibility and action of the equal opportunities advisers to create a network between cities to improve women’s participation in work and the conditions of work-family reconciliation.

### *• The rationale for changes in relation to gender equality in the project*

As mentioned, the project has developed a network between cities to improve women’s participation in work and the conditions for work-related and family responsibilities: this is because there is still a big gap between working conditions between men and women today.

### *• The objectives of the project*

The overall objective of the project was to test network actions targeted at:

- promoting family and personal friendly actions through the design and activation of innovative and flexible interventions that enhance the territorial specificity and represent the needs for reconciling and re-balancing gender-related responsibilities;
- creating a favourable climate for the development, maintenance and enhancement of women’s



employment by promoting the diffusion of a culture of equal opportunities and gender mainstreaming;

- reducing the risk of job segregation and exclusion from women's labour market.

### • *The strategy adopted to achieve this objectives*

The project has developed the establishment of a "cities' network" and Equality Resource Centres for:

- strengthening the programming capacity of local authorities, aimed at encouraging the integration of women's support policies in the area and women's social policies and sustainable development of services, timetable arrangements and family reconciliation policies;
- supporting the constant dialogue between civil society and local policy makers on conciliation;
- experimenting and developing innovative methodologies and tools to meet the needs of family reconciliation through the launching and strengthening of Family Friendly Resources Centres and innovative actions to reconcile working and family life within public services and private or public labour organizations.

### • *The outcomes - specific changes as a result of the project*

The result was the development of a system of family friendly service and initiatives aimed at women and men through:

- the strengthening of existing Equality Resource Centres in the various Municipalities;
- the promotion of territorial and/or business services for the reconciliation in different working activities in public and private sectors;
- the provision of information, awareness raising and linking between supply and demand for family reconciliation;

- the identification of targeted actions to facilitate family reconciliation and equal opportunities in public and/or private organizations.

### • *The factors contributing to / hindering the success of the project*

The factors that contributed to the success of the project were.

- training and updating of operators, women and men, in the management and use of services and the dissemination and/or strengthening of a culture of sharing of family responsibilities;
- awareness of local contexts and the creation of a network of services and interventions that have favoured women's participation in work and family reconciliation.

### • *Summary of the main lessons learned*

Activity can be improved by defining appropriate laws that ensure family reconciliation and equal opportunities in the workplace.

To develop a similar project, it is necessary to have:

- a large local and regional partnership consisting of public and private entities;
- participation of workers' unions;
- the economic resources that can finance the actions;
- the political will to put it into practice.

A possible follow-up is the development of a national and/or European Equal Opportunities Coordination Center that could coordinate peripheral centers actions with a supranational database.

It has come to light that good practice in the field can be developed to reinforce conditions for the exercise of equal rights.

## 6. The Project “Zeroviolenza” (Italy)

### • *Background*

The project background is connected with the women’s visibility and portrayal that tend to remain more anonymous than men’s. In fact women are much less represented than men in all professional categories and it is necessary to consider that about a quarter of their presence on television broadcasts comes from their being victims of personal violence or different crimes. Starting in 2008 the project Zeroviolenza that tried to answer to this difficult situation, promoting a social conscience that could recognize the cultural and sexual identity of men and women, both in home environments and in social and political sectors. Then in 2009 a web site was developed where, using web 2.0, could be possible to promote debate on the relationship between men and women.

### • *The rationale for changes in relation to gender equality in the project*

The project has developed various actions to try to create a balance in the presence of women in the media, in terms both of representation and of their access as journalists, media producers and decision-makers: this because, as mentioned before, women have a poor presence on media in comparison with men. So it was necessary to launch a campaign to awareness public institutions, women’s NGOs, equal opportunities committees, universities and the entire Italian public.

### • *The objectives of the project*

The project started with the creation of an association (Zeroviolenza Onlus association) for defending labour,

culture, food and natural resources as fundamental collective tools in preventing violence and managing personal and social conflicts. The objective of the association was primarily to create a culture of accountability in the relationship between adults and children and also between men and women, as an essential key to understanding the dynamics of social conflicts and to help parents to become better parents recognizing the individuality of their children. In 2009 was also created a web site ([www.zeroviolenza.it](http://www.zeroviolenza.it)) that is an independent project that is backed by the donations of readers and readers and the payment of 5x1000 in the tax return. The website publishes original editorial content and a selection of the main news and facts of the day trying to underline the importance of women and gender issues.

### • *The strategy adopted to achieve this objectives*

Zeroviolenza Onlus organizes various courses in schools on the outskirts to support adults who deal with children, girls and teenagers, seeking to move from information to training. With the aim of helping the parental couple to recognize the individuality of their children and to make educators more aware of the needs of childhood and adolescence, as well as their own needs, doubts and educational functions. On the other side the website publishes an average of 60 articles per day under 12 headings such as economy and work, migrants, health, environment, etc. Users can comment on any article and post related information. The contents are shared through social networks like Facebook, Twitter and Google+.

### • *The outcomes - specific changes as a result of the project*

The project has produced a new class of parents who are more prepared and ready to solve family



and children conflicts and give greater visibility to female actions. It is to be noted that the increase in interest in the web site was 50% between 2009 and 2010: the increase was so important that the web site has become a primary source of information for mainstream media covering gender issues.

#### *• The factors contributing to / hindering the success of the project*

The openness of the web 2.0 platform:

- contributes to the use and popularity of the site, as does the of zero censorship approach;
- has opened up access to diverse groups interested in the topic by allowing them to take part in discussions.

#### *• Summary of the main lessons learned*

The web site could be improved by showing statistical data on the results of the press daily review, to help users to understand more clearly the imbalances in women's representation

To develop a similar project, it is necessary to create:

- a working team;
- an interest for personal donations;
- a public fundraising campaign;
- foundations and/or specific funds that can support the idea.

A possible follow-up could be the development of a European web site in various languages with the focus in the same matters but developed at international level by a strategic EU partnership.

Zeroviolenza demonstrates how web 2.0 technology can be used successfully to publish media reviews that prove the low visibility of women in media. Its success shows that an NGO can become a reference

for academics and even for the same media outlets it monitors.

The project is sustainable and replicable project for several reasons but firstly because its website has become a source of information for the mainstream media on gender issues: so this website could work as a model to apply in other countries. With proper funding, it seems highly replicable. Moreover the project has also built up a large following among public institutions, women's NGOs, equal opportunities committees and universities.

## 7. Project “from Woman to Woman” - Portuguese Network of Young People for Gender Equality (Portugal)

### • *Background*

The project “from Woman to Woman” was an affirmative action project promoted by the Portuguese Network of Young People for Gender Equality (Network), between 2008 and 2010, co-funded by the European Social Fund, under the Operational Programme for the Promotion of Human Potential (POPH), aimed to empower young women to actively participate in the political life. According to the latest data available for women and men in decision making in Portugal, women represent only 28,6% of the members of the European Parliament, against 71,4% of men. Regarding the National Parliament, the gap is lower, with 35,2% of women and 64,8% of men, however, at the regional assemblies level, women represent only 26%, while men make up 74% of presidents and members. As far as the national government concerns, the percentages are similar, with 22,2% of women and 77,8% of men as ministers.<sup>3</sup> Since the establishment of the democratic regime in 1974, Portugal hasn't had any woman as President and only had one woman as Prime-Minister for five months in 1979.

### • *The rationale for changes in relation to gender equality in the project*

The principle of equality between women and men was first guaranteed in the Portuguese Constitution of 1976. In the revision of 1997, changes were made to the Article 109, about citizen's rights to political participation, in order to refer expressly to “men and women” direct and active participation

in political life. In 2006, Portugal approved a quota law to guarantee a minimum representation 33,3% of each sex in the candidate lists for local, national and European elections.<sup>4</sup> In spite of a rising trend, there is still much to do in terms of gender balance in politics in Portugal, in order to guarantee not only formal equality, but substantive equality, as well.

### • *The objectives of the project*

The project aimed to: promote intra and inter-generational communication and cooperation between women; contribute to the integration of young women's concerns and needs in decision-making processes in different types of organisations; increase young women's participation in decision-making; develop young women's skills; contribute to the creation and strengthening of networks for young women; identify additional obstacles faced by women with different ethnic and cultural backgrounds in accessing the political and civic spheres and raise the awareness of boys and men of the importance of promoting gender equality.

### • *The strategy adopted to achieve this objectives*

The project targeted 30 young women (16-30 years old) from different socio-cultural backgrounds,

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3\_ Source: EIGE, Database “Gender Statistics” accessed on 16/08/2017.

4\_ Correia, C., Fernandes, Ana S., Silva, A. (2015). Women in political decision making – a case study on Portugal. In E. Foucher & M. Roque (coord.), Women in the Mediterranean – First monitoring report of the Euro-Mediterranean Women's Foundation of the Ministerial Conferences (pp. 99-112). Barcelona, Icaria Editorial.

with or without experience in activism, NGOs or politics, interested in political and civic participation and available to participate in all the project activities. This open call was disseminated amongst youth associations and youth wings of political parties, universities, high schools and immigrants' organisations. Applicants who matched the profile were invited to attend for interview. The project had four components: the mentoring of 30 young women from the Lisbon and Porto areas by women active in politics; competence development through a course of six weekend sessions using non-formal techniques and covering human rights, intercultural dialogue, media and press, politics, and gender equality concepts and priorities; a batch of nine social transformation projects for gender equality (with a focus also on young men) and the publication of useful handbooks.

• *The outcomes - specific changes as a result of the project.*

The project “from Woman to Woman” developed strategies to engage young women and men and to get them interested and involved in politics and gender equality. Furthermore, the project was able to raise its visibility in the media and through social networks. A set of handbooks, guides and other materials were published in the context of the project which attracted much attention and are still widely used by teachers, schools and gender equality and youth NGOs. An example is the toolkit for empowering young women in civic and political decision-making. The project succeeded in empowering young women and improving their confidence and skills and its results are still visible today.

• *The factors contributing to / hindering the success of the project*

The organization's very solid network was crucial to the project's success as it enabled the mentors to be identified and the social intervention projects to be put into practice.

• *Summary of the main lessons learned*

The possibilities for replication are wide. In 2015 the Portuguese Network of Young People for Gender Equality carried out the project “Empowering: from dream to action”, replicated from the project “from Woman to Woman” and aimed to empower young Roma women for an active citizenship and for the labour market, through mentoring, competence development and social entrepreneurship projects, adapted to their needs and expectations. This year, the organization is also going to launch another edition of the project “from Woman to Woman”, with the goal to do gender mainstreaming in youth associations. These are just some examples on how the project can be replicated.

**References:**

EIGE's Good Practices: <http://eige.europa.eu/gender-mainstreaming/good-practices/portugal/bringing-young-women-politics-project-woman-woman>

EIGE's Database “Gender Statistics”: <http://eige.europa.eu/gender-statistics/dgs>

Women in political decision making – a case study on Portugal (Correia et al, 2015): [http://www.academia.edu/30004861/Women\\_in\\_political\\_decision\\_making\\_a\\_case\\_study\\_on\\_Portugal](http://www.academia.edu/30004861/Women_in_political_decision_making_a_case_study_on_Portugal)

## 8. Gender Equality Report - University of Beira Interior (UBI) (Portugal)

### · *Background*

In 2009 the University of Beira Interior launched the project “UBI<sup>5</sup> – Gender Equality Plan of the University of Beira Interior”, cofunded by the Operational Programme for the Promotion of Human Potential (POPH), even though there are no legal or policy provisions in Portugal that require universities or research institutions to adopt gender equality plans. Under this project, it was carried out a baseline assessment (Diagnóstico Organizacional da Igualdade de Género na UBI), in order to assess the state-of-play concerning the integration of gender equality in the organization and its practices. Among other findings, it was assessed that women were in great majority in administrative functions (70% to 80%), while men were the majority in leadership and teaching positions (60% to 70%). As a consequence, there was also a wage gap in disfavour of women, since they mainly occupied lower and less well paid positions.<sup>5</sup> From this assessment it was elaborated in 2011 a Gender Equality Plan, making University of Beira Interior a pioneer in Portugal, among public universities. Since 2012, Gender Equality Reports have been prepared on an annual basis to monitor the progress towards gender equality in the university.

### · *The rationale for changes in relation to gender equality in the project*

The University has become the institution *per excellence* for professionalization and access to the labour market, however, it should also have a central role in educating and training the new generations for a global and democratic citizenship and for social development.

Thus, it is essential that the University shows a pioneering approach in the field of citizenship, in order to promote social progress. Furthermore, in spite of the production of scientific articles in Portugal on the issues of gender equality has been rising, those findings rarely influence the current practices of management and administration bodies. Hence, to achieve effective results at the social progress level, it is vital to guarantee that management and administration bodies are aware to the importance of gender equality as a question of human rights and social justice.

### · *The objectives of the project*

The objectives of UBI’s Gender Equality Plan were to deepen the knowledge about the social and institutional dynamics that influence the reproduction of inequalities between women and men at university level and to integrate gender equality in management and governance actions, in order to promote and ensure all staff’s commitment.

### · *The strategy adopted to achieve this objectives*

A thorough initial baseline assessment was conducted between March 2010 and January 2011 to establish a solid ground for advancing gender equality policies and actions in the university. The assessment was done in three phases: Communication and promotion of UBI<sup>5</sup> to obtain the support and involvement of the top management, as well as to inform the university’s community about the project; Collection and analysis of quantitative data (April to August 2010); Collection and analysis of qualitative information (September 2010 to January 2011).

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5\_ Diagnóstico Organizacional da Igualdade de Género na UBI (Oliveira et al, 2011), Universidade da Beira Interior.

Eight dimensions and respective indicators for each dimension, of distinct relevance levels, were defined to allow detecting gender inequalities and discrimination in UBI, as well as to assist in the establishment of priorities, objectives and concrete actions of the gender equality plan. The dimensions considered were: 1) the organisational structure of UBI, 2) policies and measures, 3) communication, 4) organisational culture, 5) non-teaching staff, 6) teaching staff, 7) research & development in UBI and 8) students.

The approach followed comprised quantitative and qualitative methodologies including: A statistical analysis using descriptive and bivariate techniques. The data referred to 2005 and 2009 and was available through different university databases; A documentary analysis of institutional documents;

Two questionnaires:

- One targeting students and aimed at assessing their knowledge about gender and perceptions about gender inequalities, evaluate attitudes in relation to gender equality, understanding social representations about household tasks and how these are reproduced within the family. The questionnaire was applied during classes.
- One targeting teaching staff and aimed at assessing hostile and benevolent sexism. These concepts were adapted from the Ambivalent Sexism Inventory of Glick & Fiske (1996). Teachers were invited to respond voluntarily to the questionnaire.

Interviews with top leadership, teaching and non-teaching staff, researchers, and decision-makers. Different indicators were used for non-teaching staff, and for teaching and research staff. The interviews were audio-recorded and integrally transcribed. A content analysis was then performed.

Four reports were compiled so far on an annual basis: 2012, 2013, 2014 and 2015. These reports build on the initial assessment described above. The same methodological approach was followed to develop the four reports. This includes secondary data sources, namely the university's databases, UBI's social balance report, and the report of the Training-Interaction Centre of UBI's Business Structures. The same sources, dimensions and indicators were used in the three most recent reports. The dimensions analysed are 1) the organisational structure of teaching and non-teaching staff, and 2) the students.

### *• The outcomes - specific changes as a result of the project*

The comparative analysis between the most recent data and the results from previous exercises (including the initial assessment and the other gender equality reports) allows understanding the progress and/or retrocession in relation to gender equality. In addition, this analysis allows making recommendations to improve the institutionalisation process of promoting gender equality in UBI. According to the Gender Equality Report of 2016 (Relatório de Igualdade de Género na UBI), women still tend to be mainly represented in administrative positions and men in leadership or teaching positions. However, hiring has become more feminized, having reached the proportion of 42% women to 58% men in teaching positions. The presidency of the different faculties is still mainly masculine, but there was a slight increase at the department's level, where women represent a third of the presidents. The wage gap in disfavour of women is still a reality, despite an increase of women in higher salary grades.<sup>6</sup>

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6\_ Relatório de Igualdade de Género na UBI (Oliveira & Morgado, 2016), Universidade da Beira Interior.

• *The factors contributing to / hindering the success of the project*

The funding to implement the Gender Equality Plan ended in 2013. Although the Plan continues to be implemented by its Commission for Gender Equality, no financial resources have been made available to support the implementation of the Plan. Having no full-time researcher working at the Commission for Gender Equality, makes it difficult for the three professors who compose it to respond both to the demands of professorship and research roles in the institutions and to the continuous work required for implementing and monitoring a gender equality plan (including the annual gender equality report). Therefore, the activities of such plan are relegated to a second (or lower) priority level.

• *Summary of the main lessons learned*

The results achieved by the Gender Equality Plan can be improved with a more concerted policy towards gender equality by the University of Beira Interior, as well as financial support, in order to better implement and monitor the Plan.

The reports are good for learning how to think and act properly as they departed from a thorough analysis about the university's state-of-play in relation to gender equality, which has been monitored ever since. The effective achievements towards gender equality in UBI, as well as backlashes, can be identified and acted upon based on the information provided in the annual gender equality reports. The reports provide relevant evidence which can be used to trigger actions at different levels in the institution.

The monitoring procedure can be potentially transferable as long as sex-disaggregated data are available for all dimensions and respective indicators. The dimensions and indicators can be adapted to the

reality of each university or research institution, and depending on the objectives set for such monitoring exercise.

**References:**

UBI Igual website: [http://www.igualdadedegenero.ubi.pt/index.php?option=com\\_content](http://www.igualdadedegenero.ubi.pt/index.php?option=com_content)

EIGE's Good Practices: <http://eige.europa.eu/gender-mainstreaming/good-practices/portugal/gender-equality-report> Diagnóstico Organizacional da Igualdade de Género na UBI (Oliveira et al, 2011), Universidade da Beira Interior: [http://www.igualdadedegenero.ubi.pt/images/stories/pdf/Diagnostico\\_Org\\_ig\\_na\\_ubi.pdf](http://www.igualdadedegenero.ubi.pt/images/stories/pdf/Diagnostico_Org_ig_na_ubi.pdf)

Relatório de Igualdade de Género na UBI (Oliveira & Morgado, 2016): [https://drive.google.com/file/d/0B10aSV\\_7EDslaXYzMGNrR1hnZzA/view](https://drive.google.com/file/d/0B10aSV_7EDslaXYzMGNrR1hnZzA/view)



## 9. Project “Opré Chavalé” - Portuguese Platform for Women’s Rights (Portugal)

### · *Background*

The project “Opré Chavalé” (Rise Young Roma!) was an affirmative action project, promoted by the Portuguese Platform for Women’s Rights (Platform) in partnership with the Association Letras Nómadas, between 2015 and 2016, co-funded by the EEA and Norway Grants, with the support of Program Escolhas and Foundation Montepio. The project had the goal to facilitate the access of Roma communities to higher education. The average level of education among Roma communities is much lower than that of the remaining population, both in Portugal and in all other European countries. In Portugal, 36% of the Roma population aged over 16 years old never attended school and 83% of the Roma population dropped out before 16 years old. Regarding literacy, 35% of Roma people doesn’t know how to read and write, positioning Portugal at the end of the European ranking. There is, however, a positive trend from a higher integration in the education system, given that from 16 to 24 years old the illiteracy rate drops to 10%. Nevertheless, for women the illiteracy rate is almost the double in every age group.<sup>7</sup> In 2015, the Committee CEDAW (Committee on the Elimination of Discrimination Against Women), issued a recommendation to the Portuguese State about the situation of vulnerability in which Roma Portuguese women live. Giving continuity to its work on supporting Roma women and having these data into account, the Platform and the Association Letras Nómadas embraced the project “Opré Chavalé”.

### · *The rationale for changes in relation to gender equality in the project*

Roma communities have a particularly patriarchal culture, where girls and women, in addition of being targets of external discrimination by the remaining population and the social and economic system, as their male peers, are also discriminated on the basis of their gender within their communities. The withdrawal of Roma girls from school is traditionally considered an act of preservation of the Roma culture, the community and its identity. In this sense, the pressure of the family and community is great, influencing parents to withdraw their daughters from school at an early age and contributing to the traditional practice of early marriage. This context leads to the young Roma women being limited in their independence and life projects and, as a consequence, more vulnerable to poverty and social exclusion, than their male peers. However, the access to education is a fundamental right, independently from the person’s socio-cultural background, and more and more Roma parents recognize the importance of a future with more opportunities and economic independence for their daughters. Thus, it is crucial to adopt a gender mainstreaming approach, in order to support Roma women’s life projects.<sup>8</sup>

### · *The objectives of the project*

To empower Roma women and men, by developing their skills to access higher education, promoting at the same time, awareness on gender and interculturality and citizenship participation.

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7\_ Opré Chavalé – Quebrar as barreiras que separam as comunidades ciganas do ensino superior (Baranyai & Kiss, 2016), Plataforma Portuguesa para os Direitos das Mulheres e Letras Nómadas AIDC.

8\_ Ibidem.

• *The strategy adopted to achieve this objectives*

The project fundamental pillars were the following: mediation, gender equality and a training program. Intercultural mediation is an effective tool for the promotion of Human Rights and social inclusion of Roma people, as stated by the Council of Europe (Recommendation CM/Rec (2012)).<sup>9</sup> Within the project, the mediators from the Monitoring and Mediating Office had the responsibility to build bridges between the participants and their families and the long term institutions, sharing doubts, answers and more detailed information on the goals of the project and on any other questions related to procedures to access higher education and student responsibilities. The component of gender equality was introduced on the basis of intersectional feminism, having into account the cultural specificities based on sex and gender as a social construction. In order to put it into practice, it was established a quota of 40% for the least represented sex, in this case, women. This provided a space of reflexion, sharing and debate where words and ideas of young Roma women had the same value as those of young Roman men, contributing to change the perspective of the participants in several areas and for a feminist approach in the Roma movement. It was also adopted a gender mainstreaming approach to guarantee an equality *de facto*; women role models from the Roma community, to guide the young Roma women during their participation in the project and the issue of gender equality was

introduced as a topic of the training program, promoting reflexion on Women's Rights also among the male participants. Finally, the training program, given by the Portuguese Network of Young People for Gender Equality, aimed to work on personal development, addressing issues such as Human Rights and Gender Equality and promoting the debate and conciliation of those issues with the Roma identity. The training program was developed on the basis of non-formal education and peer education.

• *The outcomes - specific changes as a result of the project*

The project allowed to strengthen the institutional contact of the Portuguese State with the specific needs of the beneficiaries of the project, thus opening a door to the production and review of more inclusive and effective public policies for all. Another result was the awareness raising of Roma communities and key agents of the formal education system to the importance of education for a future with more opportunities. With this goal, it was created a campaign at national level, disseminated near Roma communities and remaining population, with the title "I am Portuguese, I am Roma, I study and I have a future!". It was also created a final publication, "Opré Chavalé – Breaking the barriers separating Roma communities from higher education", a flyer with information on how to access higher education, with accessible language, aimed at young Roma; a short documentary video and three campaigning videos. From the 15 participants of the project (6 women and 9 men), 9 succeeded in entering the University (4 women and 5 men).

• *The factors contributing to / hindering the success of the process / activity*

The factors contributing to the success of the project were the work done by the mediators

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9\_ [https://wcd.coe.int/ViewDoc.jsp?p=&Ref=CM/Rec\(2012\)9&Language=lanEnglish&Ver=original&Site=CM&BackColorInternet=DBD-CF2&BackColorIntranet=FDC864&BackColorLogged=FDC864&direct=true](https://wcd.coe.int/ViewDoc.jsp?p=&Ref=CM/Rec(2012)9&Language=lanEnglish&Ver=original&Site=CM&BackColorInternet=DBD-CF2&BackColorIntranet=FDC864&BackColorLogged=FDC864&direct=true)



near the participants and respective families; the bottom-up approach by the promoter and partner organization, that took into account the participants needs and expectations; the relationship between the team of the project and the participants and the engagement of the participants. The factors hindering the success of the project were the censorship by Roma communities and remaining population, the long-time the participants were outside the school and educational context, the low investment of the educational system and educators on people from Roma communities and the lack of financial opportunities for the participants to invest on their education.

#### • *Summary of the main lessons learned*

Inspired by the successful results of the project, the High Commissioner for Migration launched in 2016 the Program of Scholarships for Young University Students of Roma Communities. This Program is co-managed by Program Escolhas, Association Letras Nómadas and the Portuguese Network of Young People for Gender Equality, maintaining its component of gender mainstreaming and personal development.

#### References:

Recommendation CM/Rec(2012)9 of the Committee of Ministers to member States on mediation as an effective tool for promoting respect for human rights and social inclusion of Roma: [https://wcd.coe.int/ViewDoc.jsp?p=&Ref=CM/Rec\(2012\)9&Language=lanEnglish&Ver=original&Site=CM&BackColorInternet=DBDCF2&BackColorIntranet=FD-C864&BackColorLogged=FD-C864&direct=true](https://wcd.coe.int/ViewDoc.jsp?p=&Ref=CM/Rec(2012)9&Language=lanEnglish&Ver=original&Site=CM&BackColorInternet=DBDCF2&BackColorIntranet=FD-C864&BackColorLogged=FD-C864&direct=true)

Opré Chavalé – Quebrar as barreiras que separam as comunidades ciganas do ensino superior (Baranyai &

Kiss, 2016), Plataforma Portuguesa para os Direitos das Mulheres e Letras Nómadas AIDC: <http://plataformamulheres.org.pt/projectos/opre-chavale/>

Informative flyer: [http://plataformamulheres.org.pt/wp-content/ficheiros/2016/10/Folheto\\_Informativo\\_OpreChavale.pdf](http://plataformamulheres.org.pt/wp-content/ficheiros/2016/10/Folheto_Informativo_OpreChavale.pdf)

Documentary video: <https://www.youtube.com/watch?v=dUVFFVCHdS4>

Campaigning videos:

<http://plataformamulheres.org.pt/opre-chavale-os-videos-da-campanha-2/>

<http://plataformamulheres.org.pt/opre-chavale-os-videos-da-campanha-23/>

<http://plataformamulheres.org.pt/opre-chavale-os-videos-da-campanha-33/>

## 10. Mor Çatı [Purple Roof] Women's Shelter (Turkey)

### • *Background*

1987 is a year which holds special importance for the women's movement in Turkey. This year, and for the first time, a group of feminists organised a resistance campaign against male violence. A judge in Çankırı turned down a woman's claim for divorce saying 'a little 'whip' on the back or on the belly is of no harm to women'. This decision marked the beginning of many actions. An organisation was created at this time under the name 'Solidarity against women's violence', which set up many initiatives that would undermine the dominating male mentality. The announcement of these actions united for the first time all the feminist claims in 1980s. Many campaigns followed the March 1986 campaign for the adoption of the UN Convention on the Elimination of Discrimination against Women, namely, the 1989 Purple Needle Campaign, movements such as 'We own our body' in 1990 and, of course, the campaign 'Solidarity against women's violence'. A meeting was held in the Yoğurtçu Park in 1987 involving almost 2500 women, with slogans such as 'We don't want the paradise of violence', 'Women! Solidarity against violence', 'There is no legal violence'; 'Violence is the reason to escape from home'. A solidarity network was created due to the large number of female victims of violence who needed the support of doctors and lawyers. In January 1989 a telephone helpline was created offering legal and practical support for victims of violence. As the solidarity network was unable to meet the needs of these women, the need for a women's shelter soon became clear. In 1990 the 'Mor Çatı Women's Shelter' was created in order to continue consultations with women and to strengthen the fight

against domestic violence.

### • *The rationale for changes in relation to gender equality in the project*

At Mor Çatı it is believed that male violence is rooted in the inequality of men and women in the society and so one of the aims of Shelter's work is to empower women's solidarity and to help them struggle against this inequality. Their aim is to question social values which are producing the violence against women.

They work to end domestic violence against women and children by building women's self-esteem and confidence. When women are ready we encourage them to make their own decisions. They support a woman's process in decision-making without judging her or putting pressure on her.

### • *The objectives of the project*

Mor Çatı Women's Shelter provides temporary accommodation to women who are subjected to male violence. Shelter also aims to provide consultations to women and to strengthen the fight against domestic violence.

### • *The strategy adopted to achieve this objectives*

Since 1990, Mor Çatı volunteers and the women who come to the centre because they have experienced domestic violence have worked together to develop change within society. The Solidarity Centre receives 10 applications on average via telephone or face to face per day. At the beginning, they interview the women who want a consultation on the telephone. Women can easily reach Mor Çatı through the Unknown Numbers Line and sometimes they are directed to Mor Çatı through organizations

like the Police or the District Administration etc. Depending on the requests of the woman they can either direct them to the shelter, or they can continue to receive psychological, social or legal support from the solidarity centre. Afterwards in the face-to-face interview, they go through the options that are available together and emphasize the fact that she is not responsible for the violence that she is experiencing. They believe that women are capable of making the right decisions for themselves and their children. Attending workshops and ongoing training is an essential part of being a volunteer at Mor Çatı.

Psychological Support: Mor Çatı provides psychological counselling to women who feel overcome by hopelessness, guilt, shame and fear, all of which are brought on by their violent experiences. It is intended that the sessions will generate alternatives to a new life. It is essential that the people who work in this field are expected to believe that women do not provoke violent acts nor do they deserve to be treated violently. The psychologists who work at Mor Çatı are expected to have developed a woman's perspective in this area of work.

### *• The outcomes - specific changes as a result of the project*

Mor Çatı has carried out three different shelter projects in Istanbul since 1990. The first one was implemented between the years of 1995-1998. This shelter provided protection for 350 women and 250 children. In October 2005, Beyoğlu Administrative District asked Mor Çatı to run the new shelter that they were going to build with a loan from the World Bank. The co-operation of “a shelter run by a women's organization and economically supported by a governmental department” was a good example of local governmental support and was instigated by the Prime Ministry Circular(No.2006/17).This Project

lasted three years with the support of volunteer social workers, psychologists, psychiatrists, lawyers and administrators. In December 2008, Beyoğlu Administrative District ended the Project, stating lack of resources as a reason. Because of this decision women's organizations went to the Assembly in Ankara to urge Members of Parliament and ministers to force local municipalities and the law courts to implement the law. Since March 2009, Mor Çatı continues to run an independent shelter project with the backing of Şişli Municipality, the European Commission Delegation of Turkey and with the help of friends, supporters and volunteers of Mor Çatı

### **References:**

Mor Çatı Kadın Sığınma Vakfı, <https://www.morcati.org.tr/en/>

## 11. Women Friendly Cities United Nations Joint Programme (Turkey)

### • *Background*

The Local Administrations Reform Package that was approved by the Parliament in early 2000 provided for the participation of the society to local decisions and covered issues pertaining to gender equality, comprehensive gender equality plans and respective institutional structures were yet to be designed.

The UN Joint Programme emerged against such a background. Women Friendly Cities United Nations Joint Programme” was initiated in 2006 with the aim of mainstreaming gender equality in planning and programming processes of local administrations. In parallel with this process, the Women Friendly Cities UNJP aimed at empowering local administrations and women’s organizations for establishing strong collaboration among them. After the completion of the 1<sup>st</sup> phase in 2010, the 2<sup>nd</sup> phase of the United Nations Women Friendly Cities Joint Programme was initiated in April 2011 and ended in June 2015.

### • *The rationale for changes in relation to gender equality in the project*

UN Joint Programme was conceptually defined in line with the human rights principles handled in a series of UN World Conference final documents that also include the Cairo Plan of Action and the Beijing Platform for Action. An empowerment model that demanded women’s participation to all local and national policy and decision-making processes was hence established. The UN Joint Programme processes and products were guided directly and explicitly by human rights principles and it sought to strengthen local administrations

and women’s organizations through the creation of “Women Friendly Cities”. In this regard, the UNFPA considered it amongst the best six human rights based projects. In addition to local decision makers, the target community of the UN Joint Programme also included governors’ offices, municipalities, special provincial administrations, women’s organizations, NGOs and the locals in İzmir, Kars, Nevşehir, Şanlıurfa, Trabzon and Van. This Programme was the very first example of such local initiatives in Turkey and as it required both the partnership of diverse parties with varying expectations and the amalgamation of such a variety of perspectives in related activities, the initial act that the UNJP needed has been to focus on capacity building of parties.

### • *The objectives of the project*

The main aim of the project is to create an atmosphere forming a basis for the creation women friendly cities by including gender equality in the planning processes of the local administrations as a result of the local activities carried out with women NGOs, grassroots organizations, governmental institutions both on national and local levels. In the second phase, programme aims to expand this empowerment model, which allows women’s participation in local and national policy as well as decision-making processes. The objectives of the programme are to increase the capacities of local administrations (governorships and municipalities), in order for them to include gender equality activities in their planning processes; to create an environment (plans, programs, policies, legislation) facilitating the protection and promotion of the human rights of women and girls; to build capacity in local governments to design and provide quality services to women and girls; to build capacity in non-governmental organizations and associations operating in this field to advocate gender equality,

interact effectively with relevant agencies and organizations including local governments, and strengthen positions of women and girls; to raise awareness in public for the human rights of women and girls.

• *The strategy adopted to achieve this objectives*

Preparation and implementation of Local Equality Action Plans (LEAPs) that especially focus on the realization of gender equality with adequate supervision provides the foundation of the UNJP. LEAPs are thematic plans to promote equality of women and men. Plans are prepared in six headings (education, health, employment, participation in management mechanisms, violence against women and urban services) in accordance with CEDAW (Convention on the Elimination of all Forms of Discrimination against Women) and other national/ international plans and documents. LEAPs are drafted with the participation of all stakeholders and they serve as a key document describing the responsibilities and required collaboration of local administrations, provincial organizations, governorship, special provincial administration as well as civil society of the cities to ensure the gender equality on local level. In this regard, the very first task for the preparation of LEAPs has been to determine the parties/participants as active participants to the LEAP preparatory phase and to prepare the basic actors well-equipped to launch these plans. So, active participants of the LEAP preparation phase are, namely, governors' offices, municipalities, women's organizations, other NGOs, universities, professional organizations and the private sector. LEAPs are UNJP's major tools and they are designed to embed the gender equality perspective into local policies and administration. In order to achieve this goal, LEAPs included principles that

facilitate women's daily lives that increase women's participation to local mechanisms and service models to ensure that these principles are put into practice as well as institutional components to coordinate such efforts. In this context, LEAPs were developed under these concepts: participation to local decision making mechanisms, urban services, violence against women, economic empowerment and professional life, education and health services, migration and poverty and awareness raising. LEAPCOMs (Local Equality Action Plan Coordination/Supervision Committees) that are established in each province ensured a coordinated implementation of efforts. These committees during the implementation phase were transformed into provincial coordination committees and later into provincial women's rights coordination committees.

• *The outcomes - specific changes as a result of the project.*

The UN Joint Programme is the first project that was implemented at local levels and that included all related partners. During the 4-year implementation period of the UN Joint Programme a total of 77 meetings –including 35 training sessions and workshops- were held in İstanbul, Ankara and six pilot provinces. According to minutes available a total of 3420 people attended these events; including 4 local meetings per province. This figure does not include other local meetings. More than 300 local partners have either directly or indirectly participated to daily activities of the UN Joint Programme. The number of people that were either directly or indirectly contacted by the 38 projects that were implemented within the scope of the Joint Programme and supported by the Sabancı Foundation is estimated to be around 300.000. Also, 1313 high school teachers were covered by the Purple Certificate Programme of Sabancı University.

• *The factors contributing to / hindering the success of the project*

UNJP was the first project in Turkey that was locally implemented and in which all related partners participated which contributed to the success and implementation of the programme.

The key documents of the programme LEAPs were prepared in a “participatory” approach. In accordance with this process, all of the relevant stakeholders (governorships, municipalities, special provincial administrations, provincial directorates, development agencies, women’s civil society organizations, universities, professional organizations and the private sector) came together with the workshops and trainings organized as part of the Women Friendly Cities Programme, and that they determined their own duties and authority by discussing the problems and the needs of the women in that city together. On account of the LEAPs, the principle of gender equality becomes an institutional goal and is owned by the institutions. This endeavour not only improves the cooperation among local stakeholders and embraces their mutual dialogue, but it also makes partnerships among different institutions possible.

• *Summary of the main lessons learned*

LEAPs have provided a strong foothold for the designing, implementation and monitoring of service provision models in the provinces where the UNJP was implemented. These provinces have officially embraced these LEAPs and through those they earned great experience in the integration of women’s issues to local policy making agendas. However, in order to ensure the sustainable institutionalization of the mechanisms developed within the framework of the programme in the future, in a way to create a permanent impact on the daily lives of men and women on a local/urban basis, there are certain

steps the Programme needs to take. For example, permanent gender coordinators can be appointed or related offices can be established; required budgets can be designed and a gender-based dimension can be added to each institutional initiative.

**References:**

Women Friendly Cities United Nations Joint Programme, <http://www.kadindostukentler.com/index.php?lang=en>



## 12. University Units for the Prevention of Sexual Harassment and Assault (Turkey)

### • *Background*

Sexism and sex based discrimination in all areas of social life are a widespread yet invisible consequence of larger inequality that feeds upon and reproduces the existing male dominant social structure. Within this context, sexual harassment and sexual assault are kinds of discrimination and violence that result from gender inequality. Although sexual harassment and assault most visibly target women, they can be directed at men or occur between same-sex people. Besides, people different sexual orientation and sexual identity (lesbian, gay, bisexual, trans, intersex etc.) can be affected from sexual harassment and abuse. Sexual harassment and assault within the university environment not only negatively affects an individual's work, education and academic life; but it can also have adverse effects upon individual's everyday life, physical and psychological wellbeing and even cause long-term traumatic effects. Moreover, sexual harassment or assault also constitute crime and rights violations that can harm people subject to them in multiple ways.

### • *The rationale for changes in relation to gender equality in the project*

Universities are institutional environments with hierarchic relations. Because of this fact, people who are subject to sexual harassment or assault find it difficult to express themselves, therefore sexual harassment and assault more often than not remain invisible. This not only harms the person but also the

institutional environment in question. These units provides a safe environment for people to approach in case of sexual harassment or assault.

### • *The objectives of the project*

There are 18 such units at universities in Turkey. These units aim to create an environment free from any kind of sexual harassment or assault based on sex, sexual orientation, sexual identity or any basic discrimination or exploitation or any other reason so as to foster personal, intellectual and academic development. Members of the University are also responsible for exercising due care in the creation and maintenance of such an environment.

### • *The strategy adopted to achieve this objectives*

The Units aim at establishing and running an effective support and empowerment mechanism regarding sexual harassment and assault applications. They also carry out training activities on prevention and prohibition of sexual harassment and assault as well as awareness raising activities on gender equality and the prohibition of any basic discrimination based on sex, sexual orientation and sexual identity.

### • *The outcomes - specific changes as a result of the project*

18 universities in total issued Directives regulating mechanisms to protect people from sexual harassment and assault. These directives bind everybody at the university and regulate the functions of the Units.

### • *The factors contributing to / hindering the success of the project*

There are still very few universities committed to prevention of sexual violence. The number of these units must be increased and given autonomous status.

## References:

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Kadir Has University, *Cinsel ve Toplumsal Cinsiyete Dayalı Taciz ve Saldırı Politikalarının Analizi: Türkiye'deki Üniversiteler İçin Araç Seti*. Proje No:2016-DK-03 Nisan 2017.



## II. GOOD PRACTICE EXAMPLES AROUND THE WORLD

### 1. The Project “The Girl Impact” (South Africa, Zambia and Tanzania)

#### • *Background*

The Girl Impact was a project that involved in the South of Africa:

- “African Impact”, a volunteer organization
- “The Happy Africa Foundation”, a nongovernmental organisation.

The initiative was developed in 3 different African countries: South Africa, Zambia and Tanzania. In South Africa it was developed with various actions in Cape Town, in Zambia in Livingstone, while in Tanzania in the foothills of Mount Kilimanjaro: in all this areas the condition of women is of course very difficult and they suffer for the supremacy of men decisions.

#### • *The rationale for changes in relation to gender equality in the project*

The project was directed to give training and education to girls and young women (normally between 11 and 18 years of age), that is the period in which girl’s future potential and opportunities can flourish through education, learning skills and social support, or be stunted and stifled by the irreversible effects of patriarchal system, child marriage,

early pregnancy, HIV, school dropout, and other preventable hardships.

#### • *The objectives of the project*

The project was directed to give an education to girls and young women to be more informed about their life and their health and to have more knowledge about their womanhood. The project aimed to:

- reduce the barriers to education for girls and to avoid the school-dropout;
- educate all the teenagers (both boys and girls) on health risk and on the necessity of prevention and treatment of illnesses (especially AIDS, HIV and malaria);
- fight the women violence and to give support for those who have been victim of it;
- give the right information to reduce the early pregnancy and to support the very young mothers;
- obtain competences and skills for girls life and job-market;
- have more confidence and self-esteem in their capacities (through a platform).

#### • *The strategy adopted to achieve this objectives*

The project began by carrying out grass-root assessments within each community in order to understand the individual needs of the women and the challenges and problems that girls normally face

in Africa. The project focused its attention on 6 areas of intervention: Education, health, safety, early pregnancy, income generation, self confidence.

- *The factors contributing to / hindering the success of the project*

Creating a positive environment in which the girls can feel themselves in a safety way, the young women are less susceptible to the problems and more ready to learn how to overcome them.

- *Summary of the main lessons learned*

Of course a factor that could help to improve the already good results is the possible involvement of families and friends that can contribute to develop a sort of sure area of help. It is necessary to plan training sessions each week to realize a source of support for the group of girls and young women, helping them to work through any issues they may have with school or at home.

The low standard of living in the surrounding area means parents often don't have the means to support their children by providing essential items such as food: so this project was useful also to give girls and young women also the necessary food to live.

## 2. The project “National gender machinery” (Ethiopia)

- *Background*

The background of the project was the Ethiopian area where it is still really clear and evident that women and girls (compared with men) have a lot of disadvantages in all fields (economic, political and social sector or cultural affairs).

- *The rationale for changes in relation to gender equality in the project*

The reason for which the changes are necessary are contained the official numbers of the women disadvantages: the official statistic showed in 2007 that only 18% of all professional and scientific positions were covered by women and only 22% of elective positions in politics were held by women. Also the 27% of women between the ages of 15 and 49 were severely malnourished and the maternal mortality rate was very high.

- *The objectives of the project*

To answer to the necessities of women, the Ethiopian Government has taken certain steps to support the development of various institutional mechanisms, including national gender machinery in each ministry to create an enabling environment to address gender equality and women's empowerment.

- *The strategy adopted to achieve this objectives*

The two strategies adopted by the Ethiopian Government, in accordance with CEDAW and the Beijing Platform for Action, were the following:

- review and development of laws and policies related to the gender mainstreaming;
- establishment of national machinery for addressing gender issues through training, research, education to build and support the gender mainstreaming skills, and encouraging women in the sector to build their capacities for decision-making and networking with stakeholder organizations in the area of gender to enhance the participation of women in the areas of sports and culture.

• *The outcomes - specific changes as a result of the project.*

Outcomes, coming from the developed national project, include the development of a National Action Plan for Gender Equality, Gender-sensitive Programme Planning and Policy Development, and amendments to the family and criminal law based on gender consideration.

• *The factors contributing to / hindering the success of the project*

A factor has contributed to success was that the Minister of Women's Affairs and heads of bureau of women's affairs were members of cabinet in federal and regional councils, respectively: this enhanced the opportunity for them to participate in decision-making. Unfortunately, on the other side, gender mainstreaming was not institutionalized at any level, and this gap has created a number of challenges and problems in coordinating all the activities at any level.

• *Summary of the main lessons learned*

Gender mainstreaming cannot depend only from Women's Affairs Departments but it needs the participation of all institutions and at all levels. Institutions need the help of all institutions that can provide all necessary analyzed data for developing the

appropriate public measures/decisions.

It is necessary to:

- make an annual evaluation and a monitoring of the activities developed in the gender mainstreaming
- support women with all the necessary forms of training to permit them to participate actively in public committees and to reinforce their role in all the forms of government.

It is obvious that there is the necessity of a system of responsibility for the gender mainstreaming working at any level (so it is necessary also the decentralization of responsibilities) and the sex-disaggregated data constitute a necessary condition for properly addressing information needs and informing decision-making.

### 3. The project “Promoting women’s access to employment” (Algeria)

#### · *Background*

The background of the project is the female employment situation in Algeria, where in 2007 only 15,7% of women had a job. Even if the situation was for sure better than in the past (think that in 1966 the rate was only 2%), it could not be accepted because the total number of women at work was too less. So the Government decided to develop various initiatives that permitted to create new jobs, several of which have targeted women: the Government through the Economic Growth Support Plan has improved the living conditions and provided the development of employment opportunities or self-employment, creating new opportunities in business especially for women.

#### · *The rationale for changes in relation to gender equality in the project*

The project was developed to try to find and develop new ways of employment especially for women in the entrepreneurship sector, in which their participation was really poor and low.

#### · *The objectives of the project*

The objective of the programme developed by the Government was to fight the strong unemployment and job insecurity: the idea was to

- reinforce and sustain the self-employment, with specific mechanisms tailored to the particular needs and interests of targeted population groups (both men and women in the various sectors);
- give a special help and/or particular facilities to all the women because more disadvantaged than me.

#### · *The strategy adopted to achieve this objectives*

The strategy was based on the development of several instruments and tools such as:

- the creation of a “National Agency for Microcredit Management”, which main objectives were to promote self-employment, home work and crafts especially among women (also housewives) and to favour local social integration and entrepreneurial attitudes, also offering a guarantee up to 85 % of beneficiaries’ microcredit bank loans;
- the development of “Local public-service jobs” that could answer to the NEETs needs offering temporary and seasonal jobs in the public sector (about 49% of the beneficiaries in 2005 were women);
- the launch of a “Micro-enterprise programme” planned for young entrepreneurs between 19 and 35 years of age;
- the establishment of “The Pre-employment Contract”, directed to unemployed higher education graduates to help them to find jobs in the labour market (about 65% of the beneficiaries were women).

#### · *The outcomes - specific changes as a result of the project.*

The result of this national programme was really good: in fact about 7,000 new enterprises were created and developed by women and about the 65% of the beneficiaries of micro-credits were women.

#### · *The factors contributing to / hindering the success of the project*

The factor that contributed a lot to the success of the action was the political support and will of the Government to face the problem of youth and women unemployment. On the other side, factors

that limited in any case the results came from the fact that women in labour market normally face more problems and constraints (compared with men) such as social and cultural prescriptions, family responsibilities, etc.

#### · *Summary of the main lessons learned*

The good practice could be improved using a new information management system, that the “National Agency for Microcredit Management” is developing to obtain also gender-disaggregated data, useful to give a better support to the best requests that of economic help. This for sure helps to understand how many women are supported and to balance the numbers with men.

The possible follow-up is the development of different plans to create a strong network of local public bodies working in cooperation with the National Agency to assure an important decentralization for the possible subventions of the youth entrepreneurs. These new initiatives could also strengthen the input from civil-society organizations, which would be crucial partners in decentralizing the Agency and to make easy the whole process.

The involvement of the State is for sure fundamental because only the national system can ensure the availability and accessibility of microcredit tools directed to young people and women that normally have less chances to invest in the labour market and for sure less opportunities to guarantee the obtained loans.

Moreover it should be useful to create forms of decentralization of the microcredits facilities because this for sure could help the accessibility at the financial system.

## 4. Strengthening Women’s Capacity for Peace-building in the South Caucasus

#### · *Background*

The conflicts in the South Caucasus are an underlying feature of the region’s post-independence history. The unresolved political situations stemming from the armed conflicts of the late 80s and early 90s remain among the most serious impediments to long-term, just, inclusive and sustainable development for all of the people in the region. In addition, violence has directly impacted large sections of the population, killing thousands, destroying property and creating displacement and trauma. Today, hundreds of thousands of people have a direct connection to those times. They include internally displaced persons, refugees, returnees, war invalids, families with lost loved ones, as well as numerous communities that live in close to proximity to the militarised borders that fragment the region and create a pervasive sense of insecurity and instability. Those who are directly affected by conflict are often the most vulnerable and marginalised groups in their societies. In addition to human and material loss, they have lost their standing in society and their social support networks. In many cases these groups find themselves located at the geographical fringes of their countries, close to danger and far from government services or the attention of their political representatives.

#### · *The rationale for changes in relation to gender equality in the project*

The long term goal of this project is to ensure women’s equal and full participation and strengthen their role in the prevention and resolution of conflicts, peace negotiations, peace-building and

post-conflict reconstruction, in order to sustain ongoing peace processes in the Caucasus, which is reflected in the project's overall objective: Strengthening women's role in peace-building in the South Caucasus in line with UNSCR 1325 on women, peace and security and UNSCR 1820 on sexual and gender-based violence in times of conflict and that Comprehensive approach to the EU implementation of the United Nations Security Council Resolution 1325 and 1820 on women, peace and security". The specific objective „Support to partner NGOs from across the South Caucasus to create an enabling environment where marginalized women from conflict-affected communities can protect their rights and take active part in decision making“ is therefore a twofold empowerment:

- The project aims to further empower 6 local partner NGOs from each South Caucasus "entity" in conflict (Armenia, Azerbaijan proper, Nagorno Karabakh, Georgia proper and Abkhazia) to contribute to the creation of an enabling environment for gender equality, women's participation and women's rights in the Caucasian peace efforts. Partners will be supported to challenge, through advocacy, capacity-building and cooperation across conflict-divides, social and cultural, political and legal forces that hinder women in developing their full potential and role in peace processes. Regional and international-level components of the project include a South Ossetian partner as well.
- The project aims to strengthen the voices of directly conflict-affected, marginalized women and to build their capacity to protect and defend their rights and contribute to peace and security through community-based activism.

#### • *The objectives of the project*

In practical terms by the end of the project, partner

organisations shall have developed sustainable capacity to empower marginalised women from conflict-affected communities so their rights are better protected, and their confidence and skills to engage actively in society and decision-making shall be increased. Furthermore, 1500-2000 women from 20-24 conflict-affected target communities in Armenia, Azerbaijan proper, Nagorno Karabakh, Georgia proper and Abkhazia shall have built skills to better analyse and articulate key human security concerns, forming the basis for advocacy activities towards decision-makers. As regards the realization of UNSCR 1325's objectives in the South Caucasus the project shall foster the provision and exchange of lessons learned and relevant information of women activists and beneficiaries at all levels as well as the engagement with national, regional and international actors. By linking the research component to the implementation of international standard-setting policy documents the concerns and advocacy message of this project will find an international platform and attention. Partners then will be able to actively participate and input into regional and international advocacy initiatives aimed at strengthening women in processes and programmes in support of peace.

#### • *The strategy adopted to achieve this objectives*

The project activities are built around tailor-made capacity building workshops for the partner organizations, information meetings in 35 conflict-affected communities, trainings in 20-24 target communities, further capacity building of core activists and provision of local expertise to them, local community mobilization/advocacy initiatives to increase gender equality as well as media outreach aimed at raising broader awareness among stakeholders about women's right and gender equality concerns in relation to peace-building in the South Caucasus.



• *The outcomes - specific changes as a result of the project*

The presence at local events of local government representatives and local civic activists who have built their credibility in the eyes of the community enhance the standing of both government representatives and the activists, enhancing confidence in the local governance system overall. In addition, the areas of technical expertise of local activists and local government staff may also be mutually complementary. For example, government representative's knowledge of national programmes or activities in the wider region can be valuable complements to the individual entrepreneurial potential of members of the community. Building this partnership is a natural foundation for setting broader patterns of civic responsibility, government accountability and mutual engagement in policy dialogues.

• *The factors contributing to / hindering the success of the project*

Women are significantly underrepresented in decision making positions, and while they may make up a substantial proportion of the administration staff, they are typically outside of strategic positions. Notwithstanding the limited powers of local administrative organs, such unequal participation has quite serious consequences for the population, as local authorities can have a significant say in who benefits from a particular initiative (even when the initiative is decided upon by central structures). Broadly speaking, the gender imbalance in local government is not considered to be particularly problematic, either by men or women until it is expressly explored more deeply.

• *Summary of the main lessons learned*

There is not a single geographic location within the South Caucasus region itself, where participants from all of the different entities can openly meet and talk. Travel to more distant locations can be fraught with problems. Visa applications can be problematic and authorities in the region also take steps to restrict the movement of their own citizens beyond the borders within which they exert sovereignty. In over three years of work with local NGOs and activists under the "Strengthening women" initiative, CARE was not able to communicate about the nature of its collaboration or about the work's regional format. It was never possible to establish any kind of openly available printed or electronic resource that demonstrated that the local activists from across the region were all involved in the same initiative.

CARE's work with women activists in conflict-affected communities has shown that civil society development delivers concrete value to such communities by filling many of the vacuums that presently exist. Small, local level activist groups can contribute to a sense of community, facilitate community decision-making, deliver reliable information, reach the most vulnerable groups and represent community interests with authorities. Such activities respond directly to people's social, informational, and in some cases physical isolation. In addition, the types of skills developed through such work respond precisely to the sense of marginalisation that people feel. The most effective community activists become proactive in engaging with authorities and the general population. They become effective communicators who are sensitive to and analytical about the needs of their communities.

## 5. Improving Women's Access to Justice in Five Eastern Partnership countries project (Armenia, Azerbaijan, Georgia, Republic of Moldova and Ukraine)

### · *Background*

The first Council of Europe Gender Equality Strategy (2014-2017)<sup>4</sup> provides the strategic framework for the implementation of these standards to bring member states closer to *de facto* gender equality. One of the five objectives of the Council of Europe Gender Equality Strategy is to work with member states towards guaranteeing equal access of women to justice. The Strategy establishes that action in this area seeks to: analyse national and international frameworks to gather data and identify the obstacles women encounter in gaining access to the national courts and to international justice; identify, collect and disseminate existing remedies and good practices to facilitate women's access to justice; and make recommendations to improve the situation. The regional project Improving Women's Access to Justice in Five Eastern Partnership countries (Armenia, Azerbaijan, Georgia, Republic of Moldova and Ukraine) contributes to the overall implementation of the Strategy and in particular the realisation of Objective of the Strategy: Guaranteeing equal access of women to justice. The project is funded by the Council of Europe/European Union Eastern Partnership Programmatic Co-operation Framework (PCF) 2015 – 2017 and implemented by the Council of Europe Gender Equality Unit.

### · *The rationale for changes in relation to gender equality in the project*

The main objectives of the project are to:

- Identify and support the removal of obstacles to women's access to justice;
- Strengthen the capacity of Eastern Partnership countries to design measures to ensure

that the justice chain is gender-responsive, including through the training of legal professionals.

While knowledge has increased, there are still systematic gaps in data collection concerning different aspects of women's access to justice. In order to fill such gaps with respect to the beneficiary countries of the project, the Gender Equality Unit of the Council of Europe commissioned five national studies to map the barriers, remedies and good practices for women's access to justice in Armenia, Azerbaijan, Georgia, the Republic of Moldova and Ukraine.

### · *The objectives of the project*

All five studies are structured around a similar set of themes and issues. The first part of each study addresses gender gaps in the access to justice, by analysing the legislative and policy frameworks as well as the implementation practices and mechanisms that affect women's access to justice. Socio-economic and cultural barriers to women's access to justice are also discussed in this first part. The second part of each study examines the gender responsiveness of the justice system in the respective country. The following issues are addressed in all five studies: women's access to courts; whether sex-disaggregated data on court applicants is available; gender stereotypes among legal professionals, especially the judiciary; and the availability of gender equality training in the initial and further education



of legal professionals. The third part of each study presents the available remedies and good practices and formulates a set of recommendations. When relevant, and to the extent possible in the scope of addressing these general themes and issues, attention has been paid to obstacles affecting women from disadvantaged groups, such as women in rural areas, disabled women, elderly women, women from ethnic minorities, women victims of violence, lesbian, bisexual and transwomen, and women held in detention/prison.

• *The strategy adopted to achieve this objectives*

Research for the five studies was mostly desk-based and the national consultants sampled as extensively as possible the existing sources available in the country. In Armenia and Azerbaijan, the consultants conducted a limited number of interviews with lawyers and civil society advocates. In Georgia and the Republic of Moldova, the consultants also requested official data from a number of institutions. In Ukraine, the national consultant conducted a small survey among judges, based on a pre-defined questionnaire. The initial findings of the five studies were presented at the regional conference on Improving Women's Access to Justice in Five Eastern Partnership countries that took place on 5-6 November 2015, in Kvareli, Georgia. Feedback received from governmental officials, academic experts and civil society representatives at this conference was integrated in the studies. Furthermore, each consultant presented the findings of the country study to a national audience in the first months of 2016. Feedback from these validation meetings was also integrated in the final version of the studies.

• *The outcomes - specific changes as a result of the project.*

With respect to legal and policy frameworks, Eastern Partnership countries have made significant progress in passing legislation and adopting policies to advance gender equality. Guarantees of equality between women and men are included in the Constitutions of each participating country, including most recently the Constitution of Armenia. All five countries have specific laws on gender equality, with Azerbaijan having adopted one in 2006, Armenia in 2011, Georgia in 2010, the Republic of Moldova in 2006, and Ukraine in 2005. Special antidiscrimination laws have been adopted in Georgia (2014), the Republic of Moldova (2012) and Ukraine (2012). There is no separate anti-discrimination law in Azerbaijan. However, a special law on domestic violence was adopted in 2010. In addition, Georgia, the Republic of Moldova and Ukraine have all adopted specific legislation against domestic violence (in 2006, 2007 and 2001, respectively). Armenia is preparing anti-discrimination legislation. This country does not yet have a specific law to prevent and combat domestic violence but, based on information to date, a draft is currently under preparation.

• *The factors contributing to / hindering the success of the project*

Despite the significant legislative progress, legal obstacles to women's access to justice persist. Specific barriers include *de jure* discrimination of women, such as protective labour legislation that restricts women's access to certain professions and types of work, or gaps in the antidiscrimination legislative frameworks. The national studies offer ample examples of the discriminatory effects of protective labour legislation in each of the five countries. Further barriers have been observed in the area of

labour law, such as limitations on fathers' access to parental leave or the unlawful dismissal of pregnant women.

#### · *Summary of the main lessons learned*

It is hoped that these five national studies will contribute to the further development of tools to improve women's access to justice. In particular, the information provided by the national studies will be used in the elaboration of a training manual for judges and prosecutors on *Ensuring Access to Justice for Women* to be used by the judicial training institutions in the five beneficiary countries of the project.

The five studies also reveal a number of common *socio-economic and cultural barriers to women's access to justice*. Firstly, women's economic dependence or economic inequality to men is a prominent obstacle, as it leads to women's lower access to resources, often needed for legal proceedings. In addition to women's lower employment rates and especially significantly lesser participation in the business sector, as either employees or entrepreneurs, there is a significant gender wage gap in all five countries. Secondly, patriarchal attitudes and beliefs persist about men's superiority to women and the naturalness of segregated gender roles that see women mainly as caregivers and men as breadwinners. The belief in men's superiority underpins the still-present practice of prenatal sex-selection that results in skewed sex ratios in favour of men and represents a severe violation of women's rights. The same gender-biased attitudes also underlie the high social tolerance or even justification of domestic violence in the five countries. Thirdly, among the socio-economic barriers, lack of access to information is a significant obstacle, especially among women from rural areas.

## 6. "SABR" National Centre for Socio-Economic Development (Uzbekistan)

#### · *Background*

The path covered by the Republic of Uzbekistan in the years since it acquired independence highlights the difficult situations faced by the new Central Asian states. The republic is characterised by a combination of economic transformation and strengthening of authoritarian government. During the past 20 years of independence, Uzbekistan has moved along a path of gradual development of democracy, socially oriented market economy, the nation building process by keeping the indigenous ethno-national culture and traditions as the core of the independent state of Uzbekistan. Whereas we find traditionalism and modernity co-existing in Uzbekistan, traditionalists wanted women to remain at home, the liberals wanted to promote women's equality and their participation in the society on equal footing with men. Uzbekistan is on the path of national revivalism, it is reviving the past in which women were believed to be inferior as compared to men. They were simply meant for the household and family affairs, including the upbringing of children. The status of women folk in modern Uzbekistan is largely related to the past.

#### · *The rationale for changes in relation to gender equality in the project*

"Sabr" had been founded and established as the first centre of trust for women and children who fall in crisis situation in November 1996. In March, 2005 it had been reregistered as a Socio-economical development centre "SABR" in connection with broadening of activity sphere. In August 2016 the

organization was reregistered as a “SABR” National Centre for Socio-Economic Development. Assistance in improvement of social and economical state of the vulnerable layers of population, activation of their civil position, development of abilities and opportunities by the instrumentality of introduction of social innovations on the grounds of democratic valuables and social partnership

### • *The objectives of the project*

Main objectives of activity:

- rendering of psychological, social and legal, medical support of women and children in crisis situations (circuit meetings with rural population, personal consultations and consultations via hotlines etc.);
- carrying out of educational activity (trainings, conferences, forums, round tables, media campaigns);
- development and carrying out of sociological and social-psychological researches, preparation and publication of methodological manuals;
- rendering of methodological and practical aid to the NGO of the Republic of Uzbekistan;
- inculcation of professional skills to women and young women from low-income layers of rural population;
- realization of the program on micro-loans to low-income economically active layers of population for the purpose of improvement of their social and economical state.

### • *The strategy adopted to achieve this objectives*

SABR works in the following directions:

- The specialists of the Centre render consultative aid to young persons who are going to marry. There are carried out discusses with the future spouses

about psychology of marital relationships, hygiene of the marriage, different questions which are regulated by the Family legislation of the Republic of Uzbekistan.

- Microfinance program of SABR started its activity in 2001 due to the support of the Netherlands’ Fund NOVIB
- SABR Socio Economic Development Centre together with local authorities and regional women’s committees, Higher and secondary special education departments of Samarkand oblast, Public NGO Support Fund and other civil society institutes and with the support of international partners and foreign organizations accredited in Uzbekistan, created Local Development Centres (LDC) in Urgut, Akdarya regions and in Samarkand city.
- The Centre “SABR” has accumulated significant methodological and practical experience for the years of its activity. From 2000, the Centre “SABR” has begun to operation as formational-resource.

### • *The outcomes - specific changes as a result of the project.*

Complex approach suggests harmonic inter-addition of social and micro-financing program, which assists to improvement of life of the low-income layers of population, increasing of their legal and economical literacy, forms purpose to healthy lifestyle, strengthens social and economical activity of the inhabitants of the rural regions. Thanking such approach there may be talked about positive influence of the organization to social and economical state of the tar get groups.

### • *The factors contributing to / hindering the success of the project*

While the Uzbek state has programs in place to help

increase economic opportunities for women, there are persistent problems. For example, the labor market is sex-segregated, and women are usually paid lower wages.”Unskilled personnel in the non-production sector are comprised virtually entirely of women.”. Women also cannot be used for night time or overtime work.

#### · *Summary of the main lessons learned*

Based upon its own experience and knowledge, acquired during study tours, works on probation, trainings, there were publications created by SABR experts, directed towards raising awareness of the target group and stakeholders.

## 7. Joint Program “Supporting Gender Equality and Women’s Rights” - UN Women (Timor-Leste)

#### · *Background*

The programme “Supporting Gender Equality and Women’s Rights in Timor-Leste” (the Program), implemented under the Millennium Development Goals Achievement Fund (MDG-F) Joint Programme, sought to protect women and girls from domestic violence, sexual abuse, economic hardship and human trafficking. In addition to UN Women (lead agency), UNDP, UNICEF, IOM and UNFPA as implementing agencies, other stakeholders have actively participated in the implementation of the Programme. Among these are the Office of the Secretary of State for the Promotion of Equality (SEPI), Ministry of Social Security, Ministry of Health, National Police, National Vulnerable Persons Unit, Women’s Caucus of the National Parliament, NGOs, network members, as well as community members, including school children.

In Timor-Leste, women face limited access to health, education and employment, which makes them vulnerable to gender-based violence (GBV), especially domestic violence and both domestic and international trafficking. Domestic violence is the most reported crime to the National Vulnerable Persons Unit (NVPU) of the police<sup>10</sup>, but it is still considered a private matter and survivors and their families often opt for family mediation or seek remedies using traditional justice. This, combined with the fear of family shame, has prevented survivors from reporting

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10\_ National Statistics Directorate, Ministry of Finance. “Timor-Leste Demographic and Health Survey 2009-2010”.

GBV/domestic violence cases to the police or relevant service providers. At the institutional level, however, due to inadequate facilities, non-existent Standardized Operation Procedures (SOP) for dealing with such cases and frequent rotation and insufficiently trained staff, the NVPU has encountered difficulties to respond to GBV/domestic violence cases. Women's weak position in society also makes them vulnerable to both domestic and international trafficking, since Timor-Leste is a destination for sex trafficking of women to and from other Asian countries. There is reported national trafficking, but little reliable data available on its incidence and scarce services for support.

• *The rationale for changes in relation to gender equality in the project*

The government of Timor-Leste has ratified international conventions such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of the Child (CRC). However, their commitments had not been fulfilled due to the lack of relevant legislative frameworks, implementation plans and functional systems and procedures. The lack of reliable data and management system has also been an obstacle for capturing a clear idea of the extent of GBV and human trafficking in the country.

• *The objectives of the project*

The Program aimed at supporting the Government of Timor-Leste to improve the conditions of women and girls in Timor-Leste through protection of their rights and their empowerment. Its goals were: to improve the protection of women and girls through the establishment of legal frameworks and mechanisms to uphold their rights; to reduce vulnerability of women and girls through improved

outreach mechanisms and services, and the establishment of a social protection scheme and to improved social and economic situation of women and girls through fair allocation of resources using gender-responsive budgeting.

• *The strategy adopted to achieve this objectives*

The key strategy of the Program was institutionalization and national ownership. While the Programme design was in large part led by the implementing UN agencies due to time constraints, needs and priorities based on their prior interventions and discussions with the government and civil society were reflected to the extent possible. The Program adopted upstream and downstream interventions to influence gender equality and build the capacity of stakeholders in different spheres at the central and local levels. Five districts with potential high risk of GBV, trafficking, and child abuse, including Dili, were selected for the implementation. For the institutionalization of knowledge and skills, technical trainings and support for development of practical tools and mechanisms were included in the Program design.

• *The outcomes - specific changes as a result of the project.*

It developed National Action Plans on Gender-based Violence and Human Trafficking; police officers from different districts received training on a very broad range of issues related to GBV and human trafficking; it created “easy to understand” materials and awareness raising campaigns in order to reach community-level stakeholders; women's and girl's vulnerability was reduced through Bolsa de Mãe (conditional cash transfer); standardized operational procedures were developed in order to strengthen

the Referral Mechanism and Service Provisions for Child Protection, Human Trafficking and GBV; it conducted several trainings on Gender-responsive budgeting (GRB), addressed to SEPI staff, parliament members and civil society; it organized workshops on GRB addressed to NGO and it established an NGO GRB working group, which contributed to increase the dialogue between the government and civil society.

• *The factors contributing to / hindering the success of the project*

Support to the legislation on domestic violence and human trafficking, and their action plans contributed to making the Government responsible and accountable for its commitment towards prevention of such cases and protection of survivors. Support to operationalization through capacity-building and development of protocols and tools was an essential element of the program towards institutionalization and sustainability, as well as political will and sufficient government budget allocation.

**References:**

Advancing Gender Equality: Promising Practices – Case Studies from the Millennium Development Goals Achievement Fund: [http://www.unwomen.org/mdgf/A/Timor-Leste\\_A.html](http://www.unwomen.org/mdgf/A/Timor-Leste_A.html)

## 8. Project “Womenise.it” - Ekvity dos Santos, Sandra Lima & Evódia Graça (Cape Verde)

• *Background*

The project “Womenise.it” was founded in 2015 by three young cape-verdean women (Ekvity dos Santos, Sandra Lima and Evódia Graça) that identified a lack of spaces for sharing experiences among women in Cape Verde. There was a necessity for support networks where women could discuss issues that concern them, but most of all, where solidarity among women could be promoted.

• *The rationale for changes in relation to gender equality in the project*

The project was conceived as a mean to offer sustainable solutions to women’s empowerment through promoting self-esteem and solidarity among women and the sharing of experiences and skills.

• *The objectives of the project*

The main goals of the project are: to strengthen women’s empowerment and self-esteem, in order to promote their personal and professional emancipation and to engage women in political life, with a focus on university students and new graduates.

• *The strategy adopted to achieve this objectives*

The project promotes women’s empowerment through networking spaces, meeting-points, trainings, workshops, coaching and mentorship from women in politics, entrepreneurship and management positions to young women.



- *The outcomes - specific changes as a result of the project.*

In its first two years of existence, the project has promoted several networking opportunities for young women in Cape Verde and recently also for young cape-verdean women in Portugal, where they can share personal and professional experiences and discuss on gender equality issues.

- *The factors contributing to / hindering the success of the project*

Cape Verde is an archipelago that comprises ten islands. Its distance and diversity may be a factor contributing to hinder the success of the project.

### References:

Official page: <https://www.facebook.com/Womenise.it/>

## 9. Project “Water Women” - Union of Rural Workers of São João D’Aliança (Brazil)

- *Background*

The project “Water Women” (Mulheres das Águas) was a women-led initiative, designed in 2000 by the Union of Rural Workers of São João da Aliança, located in the central plateau region of Brazil, in collaboration with University of Brasília and the local community. In São João da Aliança much of the original vegetation has been cleared to plant cash crops. It is home to about 6,700 people, most of whom work in agriculture. The municipality does not have a sewage collection or treatment system, and 23 % of the population in the area use alternative sources of water. Concerns in this area include: the disposal of animal scraps in the das Brancas River and domestic waste on the river banks; the impact of farm pesticides on people and the environment; the increase in diarrhoea during the rainy season, when rain brought pesticides into the river; and gender inequalities stemming from a long heritage of male chauvinism.

- *The objectives of the project*

The main goal of the project was to join efforts to stop pollution of the das Brancas River and to rehabilitate the river banks’ original vegetation in a women-led initiative.

- *The strategy adopted to achieve this objectives*

The approach was designed to have each group of women adapt environmentally friendly practices to their every day activities. The key activities of the project were the following:



Raising awareness, education and training on the environment:

- A collective effort to plant native seedlings in the most depleted riverbanks to rehabilitate the soil, prevent erosion, restore the original vegetation and improve water quality and levels;
- A waste clean-up campaign organized to raise awareness on the importance of proper garbage disposal and its effects on local quality of life and the environment;
- A teacher training course in environmental education developed in 11 local schools to raise interest about water protection and conservation and enable the teachers to integrate the issue in their school lessons. Student workshops and school-based contests promoted the awareness of preservation and rehabilitation of the local environment and culture.

Gender mainstreaming and involvement of the entire community:

- A woman's group within the union formed with the purpose of mobilizing public involvement and assessing the community's needs. They visited community members to introduce the project, identify their needs and obtain their support. They also held a meeting to discuss future plans;
- Women were in leadership roles, including the positions of local union president and the technical assistant from the UnB;
- Men protected the new planted seedlings and created artwork and music to support the clean-up campaigns.

• *The outcomes - specific changes as a result of the project.*

**Environmental impact:** There is a visible absence of waste in the river and domestic garbage by the river banks, a considerable growth of new vegetation of native

species on the river banks and decreased soil erosion.

**Community impact:** There is an increased community mobilization of people of all ages and backgrounds; community awareness of the immediate environment has significantly increased.

**Women's empowerment and participation in project leadership:** The women involved led a successful process of environmental education and river and vegetation rehabilitation. In the process, women's political participation was strengthened and public perceptions regarding their leadership capability were changed.

**National recognition of positive effects:** The organization has gained recognition at the national level through the award of third place for the 2002 Environment Prize von Martius sponsored by the São Paulo Chamber of Commerce and Industry Brazil-Germany.

**The creation of an NGO:** In the wake of this project, the participants decided to create an NGO to continue their work. The "Water Women" (Mulheres das Águas) NGO was launched in April 2002 to support social and environmental development of the region, with a focus on improving women's situations, generating new jobs and income, providing education to youth and adults and preserving the existing culture and traditions; the Water Women organization has gained formal recognition of its leadership skills through a recent appointment to integrate the mobilization committee for the local implementation of the national Zero Hunger programme.

**Change of attitudes:** The Water Women NGO has acquired respect and sympathy from the community's men; there is now an increased acceptance of, and respect for, women's new roles as community leaders, resulting in more equitable sharing of organizational tasks for community meetings.

### • *The factors contributing to / hindering the success of the project*

The factors contributing to the success of the project were the inclusion of a gender mainstreaming approach in the project design and capacity building and mobilization. Regarding capacity building and mobilization, the key factors were technical support from an interdisciplinary group throughout the entire process; provision of courses on environmental education and participatory fieldwork, as well as on income generation assisted women to promote sustainable livelihoods; and use of diverse activities to enable all community members of different ages and abilities to participate, including an active school level educational programme and the documentation and rehabilitation of regional traditions. The main obstacle to the success of the project was gaining men's. Participants in the group workshop reported that a couple of women who started in the project left because the lack of support from their husbands. The issue of male support was particularly challenging for the married women involved.

### • *Summary of the main lessons learned*

The main challenges to the future of the project are: developing new projects to subsidize their work, setting specific goals and indicators to evaluate the work and finding resources to closely monitor the actions already implemented; improvement of the Water Women group's internal organizational capacity; and finding ways to work in partnership with the city administration that target the education, health, environment, tourism and agriculture departments.

### **References:**

*Gender, Water and Sanitation – Case Studies on Best Practices* (2006), United Nations: [http://www.un.org/esa/sustdev/sdissues/water/casestudies\\_bestpractices.pdf](http://www.un.org/esa/sustdev/sdissues/water/casestudies_bestpractices.pdf)

## 10. Sustainable Gender Equality Programme (Sweden)

### • *Background*

The Swedish Association of Local Authorities and Regions (SALAR) is an employers' organization which represents and advocates for local government in Sweden. All of Sweden's 290 municipalities and 20 county councils are members of SALAR. It was granted 240 million Swedish kronor of government funds for the period between 1 January 2008- 31 December 2013, to support development work on gender mainstreaming in municipalities, county councils and regions through the program for Sustainable Gender Equality (Hållbar Jämställdhet (HåJ)).

Sustainable Gender Equality (Hållbar Jämställdhet (HåJ)) programme covers the whole country, all its citizens and the main part of all public services. Many of Sweden's municipalities and county councils received funds for developing gender equality in their services to residents and patients. The programme was innovative and its scope covered the whole country. It dealt with gender equality in relation to service quality.

Key activities involved:

- Organization of trainings for key staff in local authorities: In total, 66 000 representatives in decision-making bodies and managers were trained.
- Support for local projects: In total 87 local projects involving regions, municipalities and private companies were funded.
- Creation of a web-based knowledge bank: "Jamstall.nu" was created to provide a methodological

platform for researchers and experts with project tools and approaches for gender mainstreaming.

#### • *The objectives of the project*

The aim of the programme was to achieve concrete and durable improvements in the activities of municipalities, county councils and private companies such as schools, healthcare centers and hospitals through mainstreaming gender in all decisions and activities.

#### • *The strategy adopted to achieve this objectives*

The programme has adopted a comprehensive approach, which combines various types of training, providing funding for local project and many other initiatives including:

- distributing funds for gender mainstreaming to municipalities, county councils, regional autonomous bodies and municipal collaboration bodies;
- training on gender mainstreaming for representatives in decision-making bodies and managers;
- a training programme targeting gender-equality officers;
- the creation of a forum for exchange of experiences in gender mainstreaming;
- establishment of a web-based knowledge bank for ongoing dissemination of experience and instructive examples: <http://www.Jamstall.nu>;
- designing actions to develop models for gender mainstreaming of publicly financed activities carried out by private companies.

#### • *The outcomes - specific changes as a result of the project.*

Evaluation reports prepared by an independent

consultancy demonstrate that the program has been successful in several respects. Following results have been identified:

- Increased awareness for and expertise in gender issues;
- Enhancing gender-mainstreaming capacity within organizations and institutions;
- Increasing visibility of and advocacy for gender issues;
- Increased ability to recognize and address practical gender needs and problems;
- Increased impact of gender mainstreaming on the activities of local authorities (during planning and implementation);
- Enhancing gender disaggregated data and gender analytical information;
- Influencing the policy agenda and institutional framework;
- Organizational capacity-building and change;
- Extensive knowledge structure created by project managers, managers, management and politicians

#### • *The factors contributing to / hindering the success of the project*

According to the evaluation study of the programme, success is due to the following criteria:

- The systematic and strategic work by the programme management;
- Prioritization of right issues

Main obstacles hindering the success of the process have been identified as:

- Lack of engagement among management (partial or total opinion of half of the respondents). According to SALAR, the training for persons responsible for implementing systems did work well, but management training was more difficult because

the trainings were not advertised clearly and some managers did not think gender equality was an urgent matter.

### · *Summary of the main lessons learned*

According to the evaluation of the programme, following lessons were highlighted to improve the programme:

- New ways to connect gender equality to quality management development;
- Involvement of decision-makers in the design and implementation of gender-mainstreaming strategies to promote gender-equality policies;
- Usage of sex disaggregated statistics;

A website (<http://en.makequality.eu/>) has been developed as a management system to monitor the implementation of gender mainstreaming. A survey has been provided on ways to apply gender perspective in procurement.

### References:

Sveriges Kommuner och Landsting, <http://www.salar.eu>

Program För Hållbar Jämställdhet Resultatrapport, Sveriges Kommuner och Landsting, Stockholm, 2014 <https://issuu.com/sverigeskommunerochlandsting/docs/7585-114-3>

Mainstreaming gender into the policies and the programmes of the institutions of the European Union and EU Member States, European Institute for Gender Equality, <http://eige.europa.eu/sites/default/files/documents/Good-Practices-in-Gender-Mainstreaming.pdf>

## 11. Women to the top (W2T) Project (Sweden)

### · *Background*

“Women to the top” project was coordinated by The Swedish Equal Opportunities Ombudsman (The Equality Ombudsman since the merger of four ombudsman entities in 2009) in partnership with Danish Research Center on Gender Equality of Roskilde University (Denmark), Ministry of Social Affairs (Estonia) and Research Center for Gender Equality (KETHI) (Greece) between 1 December 2003 and 28 February 2005. The project was funded by the European Commission within the framework of the Programme relating to the Community Framework Strategy on Gender Equality (2001-2005).

### · *The rationale for changes in relation to gender equality in the project*

The project resulted from the imbalance between women and men in managerial posts in Europe. According to the rationale of the project, top-level management is the most male-dominated category in the European workforce, “Women to the Top” Project aimed at correcting this imbalance by creating a platform for bringing more women into top management and consequently widening the talent pool. The project targeted potential top managers and employers in the public and private sectors, as well as recruitment agencies.

### · *The objectives of the project*

The influence of gender on modern working life and the need for equal-sharing among sexes in decision making were the main starting points of the project. Project aimed to highlight the need for changing

structures and conditions in order to maximize the both men's and women's abilities. Especially, the role that companies play in tackling gender imbalance in recruitment was emphasized. For this reason, main targets included: target recruitment consultants, potential top managers and public and private-sector employers and equip them with necessary tools to change the situation.

Main objectives of the project were:

- Raising awareness of key actors and initiate activities at company level;
- Building a sustainable platform for increasing the number of women in top management in Estonia, Denmark, Greece and Sweden.

#### • *The strategy adopted to achieve this objectives*

W2T project had a gender perspective which included awareness about how gender affects working life. According to the final report of the project, a key finding was that organization theory and management literature is dominated by the view that gender does not matter. This results in a definition of good leadership based on male norms.

W2T also emphasized both the human rights perspective and the value adding effects of gender equality.

Following elements were incorporated to W2T Project:

- Commitment and involvement of executive management
- Gender theory to raise awareness of the role gender plays in organisations
- Collect develop and disseminate tools and methods
- Networks and training for change agents and

recruiters

- Network, career planning and mentoring schemes for potential top managers
- Measurable action plans linked to business plans for sustainability
- Follow-up – essential to long-term success
- Alternative role models to gender stereotyped descriptions of managers.

#### • *The outcomes - specific changes as a result of the project.*

Following results were achieved within the project:

- Adoption of measurable action plans by 15 employers to increase the number of women in senior positions.
- Creation of 8 networks for 220 female top management candidates
- Application of mentorship programmes
- Production of a set of recommendations for recruiters in the area of gender-neutral selection of candidates as a result of focus group studies and seminars conducted with 25 recruitment firms
- Organization of a seminar in each partner country introducing leadership and organization theory with a gender perspective, attended by 317 participants.
- Organization of a seminar in each partner country focusing on tools and methods for change, attended by 273 participants.
- Creation of a sustainable platform for women, recruiters and employers in the form of: [www.women2top.net](http://www.women2top.net), in five languages.
- Publication of the book “*Det ordnar sig (It will be alright)*” on organization theory with a gender perspective.

• *The factors contributing to / hindering the success of the project*

According to final report of the project, success is due to the following criteria:

- Commitment of executive management:  
Commitment from top management positions demonstrates to be more effective than project method and activities. W2T especially targeted executive management in various activities to increase their commitment for the project.

• *Summary of the main lessons learned*

- Survival of the networks
- Project website was maintained following the end of the project
- New project ideas to support women in managerial positions were formed.

**References:**

Swedish Equal Opportunities Ombudsman <http://www.jamombud.se/>

“Decision-Making: Exchange Of Good Practices”, European Commission Directorate-General for Employment, Social Affairs and Equal Opportunities, 2007, [ec.europa.eu/social/BlobServlet?docId=2057&langId=en](http://ec.europa.eu/social/BlobServlet?docId=2057&langId=en)

Women to the Top Project Final Report [http://www.femtech.at/sites/default/files/Women\\_to\\_the\\_top.pdf](http://www.femtech.at/sites/default/files/Women_to_the_top.pdf)

INTERREG IVC Programme Good Practices <http://www.interreg4c.eu/good-practices/practice-details/index-practice=192-women-to-the-top-w2t&.html>

## 12. Staging Gender Project (Sweden)

• *Background*

Staging Gender is a project on gender perspectives in actor training. The project ran from 2007-2009 by the Academy of Music and Drama at the University of Gothenburg, Malmö Academy of Theatre at Lund University, the Theatre Academy at Luleå University and the Stockholm Academy of Dramatic Arts. The project was funded by The Foundation for the Culture of the Future, (Financial contribution: 1 Million Swedish kronor) and the Swedish Agency for Networks and Cooperation in Higher Education, (Financial contribution: 2 Million Swedish kronor). The project resulted from the debate concerning gender roles in the theatre and the way in which these roles are set during the course of the actor's vocational education.

• *The objectives of the project*

The project's aim was to raise the quality of education in order for students and teachers to be able to gain a gender perspective both artistically and pedagogically. It also aimed to equipped teachers with knowledge and awareness about gender and gender mainstreaming which they can apply in their teaching. The project had the following objectives for the target groups:

- Educating students in creative subjects with regard to gender perspectives.
- Increasing the ability of students to reflect critically from a perspective of gender and gender equality
- Increasing the ability of teachers/trainers to establish an education context of equal opportunity
- Increasing the ability of teachers/trainers to reflect critically from a perspective of gender and gender equality



### • *The strategy adopted to achieve this objectives*

The objectives of the project were carried out in the areas of stage performance; drama, poetry and musical theatre; gender awareness in pedagogy; and the theatre industry. Each area of implementation contained project events such as courses, lectures and seminars. Some of these were common events undertaken in collaboration between the different educational institutions, and others were organized locally.

A steering committee with heads of partner institutions, representatives from faculty members and study body coordinated the project. The SC established the project plan, carried out activities in accordance, and was responsible for financial management. The collaborating partners took turns at chairing the project; at all times one student chairperson and one faculty chairperson led the project. All partner institution focused on different topics and activities such as portrayal of gender in musicals, training of juries for applications for academies, lectures about sexuality and feminism, etc.

According to the final report of the project, participants stated that the project helped them to become better 'story tellers', increased their critical thinking and qualitative judgement of programmes and injustices. Many students stated that they were happy to be able to "read" certain things they missed before.

### • *The outcomes - specific changes as a result of the project.*

According to the evaluation of the project, following results / effects have been created: Increase of critical thinking ability of participants and increased

awareness towards gender discrimination. Staging Gender project concluded in 2009 with a series of seminars and the publication of the main output of the project entitled "*Att Gestalta Kön: Berättelser Om Scenkonst, Makt Och Med Vetna Val (Portraying Gender: Stories About Theatre Arts, Power And Conscious Choice)*". The book contains personal experiences of students and teachers and presents strategies for the future. It includes conversations between participants from different positions, essays on contemporary theatre.

### • *Summary of the main lessons learned*

Towards the end of the project, the SC worked on a number of new objectives for the future based on the findings during project's implementation phase. According to the project report, four participating institutions will continue cooperating to deepen, and to share their work with the theatre industry and its audience.

### References:

Stockholm Academy of Dramatic arts.[http://www.hsm.gu.se/digitalAssets/1295/1295038\\_Staging\\_Gender.pdf](http://www.hsm.gu.se/digitalAssets/1295/1295038_Staging_Gender.pdf)

International Federation of Actors, Handbook of Good Practices to Combat Gender Stereotypes and Promote Equal Opportunities in Film, Television and Theatre in Europe

[http://www.fia-actors.com/uploads/Engendering\\_EN.pdf](http://www.fia-actors.com/uploads/Engendering_EN.pdf)

Att Gestalta Kön: Berättelser Om Scenkonst, Makt Och Med Vetna Val [http://hsm.gu.se/Forskning\\_&\\_utveckling/avslutade-projekt/att-gestalta-kon](http://hsm.gu.se/Forskning_&_utveckling/avslutade-projekt/att-gestalta-kon)



## 13. Ethnic Women Leadership project (New Zealand)

### • *Background*

Ethnic women are diverse in terms of their family, where they live, migration history, language, social and familial relationships, educational experience, spirituality, philosophy, sexuality and aspirations. While there is a significant amount of international and domestic literature on women's leadership in a general sense, there is little information about ethnic women's leadership. Nevertheless, key elements from international studies are relevant, to some extent, to our domestic environment. Two main themes emerge in the available literature: the importance of context and an understanding of leadership; and the dearth of women and ethnic minorities generally, and ethnic women specifically, in leadership roles across politics, business and academia. From this small body of literature we note the following points.

### • *The rationale for changes in relation to gender equality in the project*

The Office of Ethnic Affairs has facilitated leadership training specifically designed for ethnic women since 2008. The Office has deliberately sought to capture the lessons they have learnt about what women need to develop their leadership potential to ensure that the training it provides is based on best practice and a strong local evidence base. This has been done through programme evaluations, and more recently a needs analysis and a literature review on ethnic women's leadership. The Office of Ethnic Affairs undertook a survey of ethnic women's leadership development needs in 2013. The survey aimed to identify what women thought they needed in terms

of training and support. The survey sampled 20 women from a range of ethnic backgrounds including Indian, Iranian, Chinese, Korean, Ghanaian, Eastern European and Filipino throughout New Zealand. The survey used both quantitative and qualitative components. Respondents identified a number of barriers and gaps in leadership development. They talked about cultural differences that influence learning behaviours and training preferences. Some women also talked about not having the financial means to undertake expensive leadership development courses, having little access to opportunities (traditionally given to males), and sometimes a lack of family and community support. They wanted training that would improve their confidence as leaders within their own communities, assertiveness in carrying out their functions, and planning and execution of their leadership goals. Women also wanted to be able to better identify the needs and issues for their communities, access to networking opportunities for ethnic women with similar aspirations, and to access information on government strategic planning and policy.

### • *The objectives of the project*

Since 2009 the Office of Ethnic Communities (OEC) has run a women's leadership programme to increase participation and inclusion of ethnic women leaders in civic life and to address potential discrimination. OEC also manages a nominations service to ensure that skilled individuals (men and women) from ethnic communities are put forward for state sector board appointments. This programme is designed to develop ethnic women's leadership capability so they can be the agents for change in their own communities and the wider society. Ethnic women are encouraged to be influential and effective decision-makers, who are able to support ethnic communities to integrate and participate in society more effectively.

The Office of Ethnic Affairs is currently working collaboratively to achieve the following objectives:

- Increase ethnic women's leadership capability and capacity.
- Create a platform for ethnic women leaders to have robust debate and exchange about the key challenges and opportunities they and others like them face.
- Encourage and equip ethnic women leaders to take on more influential civic roles.
- Create opportunities for ethnic women participants to connect with their peers and others who can support them on their leadership journeys.
- Provide a platform for networking, and facilitate peer-support among ethnic women leaders.

• *The strategy adopted to achieve this objectives*

Based on the information provided by the literature review and needs analysis, as well as the feedback gained from participants in the Auckland leadership training provided in December 2012, the Office of Ethnic Affairs is developing a framework that will guide future training programmes in Wellington and Christchurch (with other centres likely to follow as resources permit). The framework comprises three main components: Leadership capacity building; Civic participation and connection; Inspiration and visibility.

The 2012 project provided a training workshop, with the involvement of experienced trainers and facilitators. Over two days the programme provided four training sessions: Governance and Leadership – Women on Boards; Women's Leadership and Diversity Management; Media Responsiveness and Civic Participation; Reflection, Inspiration, Connection – Women in Action.

These themes were developed based on best practice (from interviews with agencies and organisations with an interest in leadership development), government priorities, a previous evaluation report about leadership training provided by the Office of Ethnic Affairs and consultation meetings with ethnic women in leadership positions in the Auckland region.

• *The outcomes - specific changes as a result of the project.*

Ethnic Women's Leadership Programme In November 2013, 14 women from 12 ethnic groups took part in a two-day intensive training programme. The programme was repeated in Christchurch in May 2014 with 16 participants. Ethnic Women's Leadership Development According to the 2013 Census, the most rapidly growing sectors in New Zealand are Asian and Māori women.

• *Summary of the main lessons learned*

The programme can be consolidated and rolled out into a full Project Programme across New Zealand. Also, more participants can be supported to join the programme and the duration of the training can be extended to have more efficient outcomes. A new collaborative initiative by the Office of Ethnic Affairs and Professionelle, a professional development organisation for women will help enhance career and leadership opportunities and connections for ethnic women. Professionelle, a Charitable Trust, has come on board with the Office of Ethnic Affairs to support ethnic women's leadership development through training and network meetings nationwide. Professionelle offers professional development for working women at all stages of their careers.

This project provides an excellent example that the talent, skills and connections of ethnic women can make a significant contribution to New Zealand's

future prosperity. Ethnic women with leadership potential have increasingly voiced their desire to express themselves and to participate actively in all aspects of New Zealand life. Their vision is to become empowered and confident leaders with a sense of belonging and a stake in New Zealand's future.

## References:

The Office of Ethnic Communities

<http://ethniccommunities.govt.nz/story/ethnic-women-leadership-project>

Office of Ethnic Affairs - A Year in Review 2013-2014 - Leading the Way <https://www.slideshare.net/Ethnicaffairs/officeof-ethnicaffairs-ayearinreview2014online>

United Nations Convention on the Elimination of All Forms of Discrimination against Women

Eighth Periodic Report by the Government of New Zealand March 2012 – March 2016 <http://women.govt.nz/documents/cedaw-eighth-periodic-report-government-new-zealand-2016>

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11\_ Partner violence offences include assaults, robbery, kidnapping/abduction, sexual offences, threats and damage offences for adults who have ever had a partner, including both current and ex-partners at the time of the offence.

12\_ Sexual offences include forced sexual intercourse, attempted forced sexual intercourse, distressing sexual touching, other sexual violence.

13\_ [http://women.govt.nz/sites/public\\_files/Lightning%20does%20strike%20twice\\_2012%20report.pdf](http://women.govt.nz/sites/public_files/Lightning%20does%20strike%20twice_2012%20report.pdf)

## 14. Violence against women and “It’s Not OK” Campaign (New Zealand)

### · *Background*

Violence against women in New Zealand is widespread and takes many different forms. It includes physical, sexual and psychological abuse that leaves victims fearful, intimidated and emotionally scarred. Most victims of intimate partner violence and sexual violence are women and most perpetrators are men. It is estimated that 26.1 percent of New Zealand women have experienced one or more violent offences by a partner<sup>11</sup> and 23.8 percent of New Zealand women have experienced one or more sexual offences<sup>12</sup> at some point during their lives (lifetime prevalence). At least 50 percent of female sexual assault victims are likely to be revictimised.<sup>13</sup>

### · *The rationale for changes in relation to gender equality in the project*

In 2005, government concerns around family violence in New Zealand led to the establishment of the Taskforce for Action on Violence within Families (the Taskforce) (Ministry of Social Development, 2009). The Taskforce was established “to advise the Family Violence Ministerial Team on how to make improvements to the way family violence is addressed, and how to eliminate family violence in New Zealand” (Ministry of Social Development, 2006, p.2). The Campaign for Action on Family Violence, the ‘It’s not OK’ Campaign (the Campaign), was launched by the Prime Minister in September 2007.

### · *The objectives of the project*

The campaign mobilises communities to take a stand against family violence, and change attitudes and

behaviour that tolerate it. A key component of the campaign is supporting community-led initiatives and working in partnership with sports organisations, local and non-governmental agencies, faith and ethnic communities, businesses and the family violence sector.

The Campaign aims to increase awareness of family violence so that it becomes visible and talked about throughout New Zealand; increase understanding of family violence and its many impacts; increase the personal relevance of family violence so that New Zealanders acknowledge that it involves all of us, and that we can all help do something about it; promote a greater propensity to act on family violence for victims, perpetrators, families and influencers; and, create a social climate that supports behavioural change (Ministry of Social Development, 2009).

• *The strategy adopted to achieve this objectives*

The ‘It’s not OK’ campaign aligns with public health interventions conducted in international contexts and in New Zealand. In doing so, it contains four underlying assumptions.

First, the fundamental shifts required to decrease family violence take significant amounts of time and investment (Ministry of Social Development, 2014). Second, widely-held misperceptions around family violence can be addressed through nationwide media campaigns. Third, the gains made at a national level are best leveraged through facilitated social intervention at the community level. Fourth, research and evaluation should continually inform both the national level media campaign and the practice of community level intervention.

Apart from supporting “It’s not OK” campaign, New Zealand Government’s response to sexual violence has

been gradually gaining strength. In 2013 the Social Services Committee Inquiry into the funding of specialist sexual violence social services commenced, hearing public submissions and extensive expert advice.

The Social Services Committee tabled its report (with 32 recommendations) in the House of Representatives in early December 2015. The Government response addresses the broad findings of the Inquiry and each of the 32 recommendations individually.

The findings of the cross-agency review of the sexual violence sector have informed the Ministerial Group work programme, which includes projects specifically focused on sexual violence: developing a long-term policy framework for responding to sexual violence ; improving sector infrastructure; developing an approach for crisis service purchasing and planning; developing a national sexual violence primary prevention strategy and action plan; developing a national sexual violence strategy and action plan focused on youth.

• *The outcomes - specific changes as a result of the project.*

There has been a statistically significant decline in the annual prevalence rate of both partner violence against women and sexual violence against women since 2005, when the New Zealand Crime and Safety Survey (NZCASS) was first conducted by MOJ.<sup>14</sup> The annual rate of partner violence offences against women decreased from 8.6 percent in 2005 to 5.7 percent in 2013. The annual rate of sexual violence offences against women decreased from 5.2 percent

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14\_ The NZCASS has been conducted three times: 2005, 2008, and 2014.

in 2005 to 2.9 percent in 2013. There has been an increase in family violence reported to Police since the campaign launched in 2007 (61,947 investigations in 2006 to 101,991 in 2014). Police have attributed this to more willingness to ask for help, earlier reporting and increased reporting by neighbours, largely driven by the campaign.

According to “It’s not OK Campaign Community Evaluation Project (Kaitiaki Research and Evaluation Ltd, 2015)” the campaign had:

- increased awareness and message infiltration;
- increased willingness to discuss family violence;
- inspired people to intervene;
- led to young people changing their behaviour;
- led to changes to organisational culture;
- developed a sense of community ownership; and,
- led to an increase in family violence reports to Police and lower thresholds for people reporting

In 2011, research published in the international journal *Trauma, Violence and Abuse* compared New Zealand’s campaign with 15 others that target perpetrators of partner violence. It’s not OK messages and resources were found to have a strong alignment with evidence on the stages of behaviour change for perpetrators.

The findings confirm that It’s not OK’s approach is best practice: To be effective, campaigns aimed at people who use domestic/family violence should emphasise the benefits of change towards non-violence and aim to increase perpetrators’ confidence that they can achieve a life without violence.

#### · *The factors contributing to / hindering the success of the project*

A number of barriers to a local Campaign’s on-going

success were identified. These included resources, dedicated Campaign coordination and support services.

Resources – each case study site identified a lack of sustained funding as a primary barrier to the local Campaign’s on-going success. This barrier was understood within an environment of intergenerational violence and family dysfunction that will require long-term support to achieve the required changes. As such, funding was identified as requirement to the development and implementation strategies to achieve significant shifts in culture. In addition, there was significant concern about the lack of assurance surrounding the Family Violence Coordinator position. Intermittent funding was associated with an inability to plan long-term.

Referral, support and intervention services – While the Campaign has resulted in increased awareness and referrals for support and intervention, communities have struggled to meet these demands. Moreover, areas that include isolated rural communities faced additional challenges responding to requests for family violence related support and intervention.

#### · *Summary of the main lessons learned*

The need for additional services to cater for increased family violence notifications included:

- men’s programmes;
- comprehensive support for women;
- the provision of local safe houses; and,
- timely access to alcohol and other drug (AOD) related services.

The campaign still continues with the aim of reaching more people in national level and having a positive effect on society to prevent family violence in New Zealand.

## References:

Eighth Periodic Report by the Government of New Zealand March 2012 – March 2016 <http://women.govt.nz/documents/cedaw-eighth-periodic-report-government-new-zealand-2016>

“It’s not OK Campaign Community Evaluation Project (Kaitiaki Research and Evaluation Ltd, 2015)”

<http://areyouok.org.nz/assets/RUOK-Uploads/f-MDS17572-Evaluation-Doc-1a.pdf>

It’s Not Ok – Year In Review-2014

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## 15. The Ministry of Women’s Affairs (New Zealand)

### *• Background*

The Ministry of Women’s Affairs was established in 1984. Over its 34-year lifespan the Ministry of Women’s Affairs has been under continuous pressure to reconstitute its institutional identity and practices. It is the smallest of the Government’s core agencies, with a staff of around 35 (a small number of whom are part-time) and a budget of just under \$5 million.

The ministry has spearheaded gender policy work in the public sector, including strategic work on gender analysis/gender mainstreaming across the public sector in the 1990s; women in leadership programmes, particularly the ‘Women on Boards’ nominations scheme; improved data on women’s lives (especially the development of the Time Use Survey in 1998–99); and changes in key policy areas, including child care, sexuality education, pornography and violence, including rape (Curtin, 2008; Curtin and Teghtsoonian, 2010; Hyman, 2010). The ministry has also highlighted the diverse needs of women through its research and policy work with Māori, Pacific Island and, more recently, minority ethnic women. Since the 2000s women’s economic independence has been an area of focus of the Ministry of Women’s Affairs under both Labour and National governments.

### *• The rationale for changes in relation to gender equality in the project*

What began as a feminist policy agency in the public sector discernibly transitioned, in the course of a decade, into a mainstream policy agency whose function is to focus on issues of relevance to women (Curtin and Teghtsoonian, 2010). The ministry’s



distinctive location at the crossroads of policy and gender places it in a maelstrom of contradictory expectations; like other women's policy agencies elsewhere in the world, the Ministry of Women's Affairs has historically been caught between expectations from community to be its advocate, on the one hand, and requirements from the public sector to conform to the standards of new public management on the other (Sawer and Unies, 1996; Teghtsoonian, 2004, 2005).

### • *The objectives of the project*

A Ministry of Women or Women's Affairs exists in several countries under various names. There are not many countries in the world who devote one ministry only focusing on women. The Ministry for Women, is the Government's principal advisor on achieving better results for women, and wider New Zealand. For these reasons, the ministry itself should be counted as a good practice.

The Ministry's main responsibilities are:

- Policy advice on improving outcomes for women in New Zealand
- Managing New Zealand's international reporting obligations in relation to the status of women
- Providing suitable women nominees for appointment to state sector boards and committees
- Providing support services to the Minister for Women.

The Ministry carries out its work by acting as a catalyst for action and change, and by getting key issues on the agenda of government agencies and other relevant organisations. The Ministry provides accessible, evidence-based information to inform and assist others. The Ministry is strongly solutions-focused, with advice that is tailored and persuasive. The Ministry carries out its work by bringing the

voices, experiences and priorities of different groups of New Zealand women to government. It also works closely with other government agencies, women's non-government organisations and stakeholders within the private sector.

The ministry's work focuses on four priority areas that contribute towards the Government's objectives for women in New Zealand:

- supporting more women and girls in education and training
- utilising women's skills and growing the economy
- encouraging and developing women leaders
- ensuring women and girls are free from violence

They also manage the Government's international reporting obligations in relation to the status of women.

### • *The outcomes - specific changes as a result of the project.*

Ministry for Women Annual Report for 2016 indicates some statistics on women's situation in education - training and utilising women's skills and growing the economy. Although gender equality is still a big challenge, these indicators point out the positive outcome of the ministry's effort in cooperation with the government's policies for over 30 years.

- Fewer girls than boys leave school without any qualification
- More women are now qualifying in science, IT, engineering and maths but still not enough women are qualifying in some high growth industries
- 6 out of 10 who gain tertiary certificates and diplomas are women
- 50.7% of school leavers with NCEA Level 2 or above are girls
- 6 out of 10 who gain Bachelor degrees and above are women



- Only 11.1% of apprenticeships are held by women
- Women are participating in the labour market more than ever before 64.6% of women and 75.2% men are working in the labour market. However, women earn 11.8% less per hour than men
- The unemployment rate is 5.4% for women and 4.7% for men
- 58.6% of people under-utilised in the labour market are women. These are people unemployed, under-employed or potentially in the labour force.

· *The factors contributing to / hindering the success of the project*

According to the Formal Review of the Ministry of Women's Affairs by the State Services Commission, two strategic priorities out of three needed to be developed. The priorities which needed improvement were in the fields of violence against women and employment of women.

The performance challenge for the Ministry of Women's Affairs is to improve social, economic and cultural outcomes for New Zealand women, including through:

- contributing to relevant Better Public Services targets, such as reducing violent crime by 20% over five years; reducing the number of people of working age on a benefit for 12 months; increasing participation in early childhood education; and increased trade qualifications
- primary prevention of violence against women through initiatives such as the Family Violence Ministerial Group and the Government's Review of the Sexual Violence Sector
- contributing to the achievement of the Business Growth Agenda targets, such as the Canterbury rebuild and engaging women in economic growth areas

- other Government priorities, such as the percentage of women on public sector boards reaching 45% and those on private sector boards reaching 10%.

The Ministry has identified three priority outcomes to meet this performance challenge: more women in leadership, greater economic independence and increased safety from violence. Each of these outcomes is linked to Government priorities and supported by clear intervention logic and an agreed work programme.

· *Summary of the main lessons learned*

In 2010/11 the Ministry of Women's Affairs had a full Performance Improvement Framework (PIF) Review undertaken. The key challenges from that review were the need to:

- clarify the Ministry's objectives and strategy
- be outward looking and client focused, through emphasising engagement with other agencies and stakeholders and responsiveness to Government priorities
- improve the quality, quantity and usefulness of policy advice and research
- prioritise work on the circumstances and issues confronting Maori and Pasifika women
- address concerns that the corporate services function is too expensive, not providing the right kind and level of servicing to policy managers and the Leadership Team is insufficiently integrated with the Ministry's substantive work units.

Since the last review, a new chief executive officer (CEO) was appointed to the Ministry of Women's Affairs in November 2012 and there have been changes in Ministerial responsibility and Government priorities. It is therefore timely to undertake a Follow-up Review.

## References:

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Erasmus+ KA2: Strategic Partnership Project  
“Gender Perspective in EU Mobility Programs”  
2016-2-TR01-KA205-036174  
GOOD PRACTICES REPORT



This report conducted under the project of ‘Gender Perspective in EU Mobility Programs’ which is strategic partnership project to promote innovative solutions on gender related problems for youth organizations by building capacity and strategic partnerships. The main aim of the good practices report is to introduce some examples of policy making and policy implementation activities and processes for making progress towards gender equality and gender mainstreaming to the youth organisations and the EU bodies within the scope of this project. This is a collection of good practices adopted by different organisations around the world. In order to have a wide variety of examples and to learn from the countries outside the EU, researchers chose good practice examples from two countries, one is their own country and the other is a country outside the EU.

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