Euro-Mediterranean Human Rights Network
Réseau Euro-méditerranéen des droits de l'Homme
الشبكة الأوروبية-المتوسطية لحقوق الإنسان

Gender Audit

Euro-Mediterranean

Human Rights Network (EMHRN)

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EXECUTIVE SUMMARY

Since 2004, the Euro-Mediterranean Human Rights Network has worked proactively on promoting women's rights and gender equality in the Euro-Med region as well as among its membership of more than 80 human rights organisations. The current Gender Audit has focused on gender equality awareness and gender mainstreaming efforts among 29 of the EMHRN member organisations, looking into main challenges, good practices and needs.

The gender audit has been conducted as a desk-study, where the analysis of the 29 questionnaires from the participating member organisations constituted the main component.

Challenges

It is positive to see that many of the member organisations have done a lot to improve the situation for women, both within their organisational structures as well as in their programmes. Moreover the organisations have a complex understanding of gender challenges and the reasons for lack of gender equality in the social and political context, but their understanding of addressing gender within their own organisation is less elaborate. The consultant found that the majority of the participating organisations omit to reflect on their own organisational practices and thereby miss the opportunity to reflect on strengths and weaknesses in terms of their commitments to gender equality. Further, the gender mainstreaming focus of the majority of the organisations tends to be mainly on achieving gender balance rather than addressing underlying structural causes for gender inequality. Many of the organisations are also found to understand gender equality as a women's issue and not as something that fully engages men as well as women. For some organisations this leads to the perception that it is unnecessary for them to work with gender or that they gender mainstream simply because they work with women.

The absence of financial means and technical capacity is found to be a hindrance for gender mainstreaming at both organisational and programme level. The commitment to work for gender equality requires resources and willingness, which should first and foremost come from the management level.

Good Practices

Good practices shared in the questionnaires were often linked to specific themes or special targeted interventions and sharing of good practices from other member

organisations are among the most frequent proposals from members on how EMHRN can support their gender mainstreaming efforts.

Needs

There are many good and valid suggestions in the responses. The fact that EMHRN is a network and the advantages hereof, is something highlighted by several of the organisations. Generally, there seems to be a desire to exploit it even further and benefit even more from the advantages of being in a network with like-minded organisations. Many of the organisations wish to see EMHRN as a knowledge hub and bridge builder – a network where it is possible to get expert knowledge on different human rights-related themes and an entity that connects organisations and people in a capacity building effort. Furthermore, the organisations expressed interest in different gender-related trainings, as well as mentor-mentee-ships. Some organisations pointed to the need for EMHRN to strengthen existing working structures, such as the Gender Working Group and the Gender Focal Points, as well as making more use of already developed material, in this case the Gender Mainstreaming Reference Kit.

EMHRNs Gender Equality Policy

It is found that the vast majority of the participating organisations are unaware of their obligations towards EMHRNs Gender Equality Policy, as well as the possibilities and implications in this regard. The consultant finds it important that all member organisations become familiar with EMHRNs gender policy.

Recommendations

To EMHRN:

- **EMHRN should update and revise its Gender Equality Policy Paper**
  A process of orientation and involvement of relevant staff, partners and member organisations, should follow the update.

- **EMHRN should communicate more clearly its expectations to member organisations' work with gender**
  The member organisations should be aware of what is expected from them , but also their possibilities of strengthening their work with gender.

- **Gender resource hub**
  There is a clear wish and need from the member organisations to share good practices and learn more from each other's work with gender. EMHRN could play a more active role in this knowledge sharing, potentially through the Gender Focal Points (GFP) appointed in each of the EMHRN working groups.

- **Build on existing resources**
  EMHRN should strengthen its working structures, such as the Gender Working Group (GWG) and the GFP. In particular the latter needs attention and renewal, while the role of the GWG in supporting gender mainstreaming efforts of the network also needs clarification.

- **Tailor-made gender training**
  Gender training of member organisations is needed with a focus on both women's and men's rights and how to move beyond merely addressing gender balances.

- **Gender mainstreaming should be strengthened in the work of EMHRNs thematic working groups and solidarity groups**
  Each working group should conduct a gender analysis when planning and implementing their activities, paying special attention to how and which kind of data is collected when monitoring and documenting human rights violations.

- **Work with those organisations, which have formulated a need and a wish to improve their gender mainstreaming and gender equality work**
  There are multiple ways of operationalising this: Nevertheless, the management level in the involved organisations must agree and set aside the necessary resources.

- **Encourage member organisations to formulate gender policies**
  This could be done both in the context of the regular correspondence with member organisations as well as through the GFPs and the meetings of the EMHRN working groups.

- **Continue to monitor its gender mainstreaming work** through regular audits.

  To member organisations:

- **Gender analysis**
  Most member organisations would benefit from conducting a gender analysis and hereby strengthen gender mainstreaming and gender equality.

- **Collecting and using gender disaggregated data[1]**
  It is a resource-intensive challenge, but disaggregated data allows the

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[1] Gender disaggregated data are data that are collected and analysed separately on men and women. Disaggregated data is necessary to understand the roles and responsibilities, access to services, level of

organisations to actively address some of the multiple forms of human rights violation they face in their work.

- **Men's active involvement in supporting gender equality**
  To transform unequal gender relations both men and women need to be involved.

- **Formulate gender policies**
  This can clarify organisational commitments as well as support ownership among staff and management.

- **Responsibilities for implementing gender equality objectives should be explicit in job descriptions for all personnel**
  This would significantly increase the prospect that gender equality issues will be adequately addressed.

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education etc. of men and women respectively, and are key for the analysis of patterns of discrimination and inequality.

INTRODUCTION

Since 2004, the Euro-Mediterranean Human Rights Network has been working proactively on promoting women's rights and gender equality in the Euro-Med region as well as among its membership of more than 80 human rights organisations.

One of the means to achieve gender equality is through gender mainstreaming2. EMHRN has adopted a Gender Equality Policy Paper (GEPP) that outlines its commitments in this regard. Two gender audits have been conducted in 2008 and 2012, and in October 2010 a sub-committee of the Gender Working Group (GWG) was appointed to work on gender mainstreaming (GM) efforts of the network on behalf of the group. Furthermore, in 2014, a member of the GWG prepared an overview of the achievements, weaknesses and strengths of the EMHRN work on gender mainstreaming from 2006 to 2013. All gender audits as well as the overview concluded that while gender is relatively well integrated into the EMHRN structures such as statutes, by-laws, executive bodies and working groups, there is a gap in relation to the gender equality awareness and gender mainstreaming efforts of the EMHRN membership.

Therefore the current Gender Audit will be focusing on gender equality awareness and gender mainstreaming efforts of the EMHRN membership, rather than – as the previous gender audits - on gender mainstreaming within EMHRN.

The purpose of the audit is:

- To provide the EMHRN with an overview of the needs, capacities, achievements and challenges of EMHRN member organisations to engage in gender mainstreaming.

- To gather knowledge about and best practices of what members are already doing in terms of GM and make recommendations on how to make use of these best practices.

- To outline a proposal of how the EMHRN can support its members in addressing their needs and challenges with regard to gender mainstreaming.

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[2] As defined by the United Nations, gender mainstreaming is:'. . . the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of polices and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated', ECOSOC report 1997

- To prepare the ground for the development of an EMHRN GM strategy to implement the GEPP (and GM of the EMHRN membership and CSOs more generally).

For a detailed description of the purpose, objectives and methodology of the Gender Audit, see the Terms of Reference (ToR) attached as Appendix 1.

The benefits and importance of gender mainstreaming

Why is gender mainstreaming of importance to human rights organisations and what are the benefits? First of all, as stated above, it is important to stress that gender mainstreaming is not an end in itself. Rather, it is a means to achieve gender equality. Thus, gender mainstreaming is important for human rights organisations because it makes gender equality issues visible in the mainstream struggle for human rights and highlights the fact that women's rights are human rights. Furthermore, it helps human rights organisations address and take into account the issue of diversity. Finally, it also contributes to making the work of organisations more efficient by ensuring the full use of human resources and capacities. Overall, gender mainstreaming is therefore an issue of social justice and democracy, as well as of ensuring equitable and sustainable human development.

Methodology

The Gender Audit has been led by the gender consultant Olga Ege and conducted as a desk-study.

The consultant has utilised the following methods to cover the objectives of the ToR for the Gender Audit:

- Analysis of 29 questionnaires collected through a survey among 60 EMHRN member organisations[3]. The questionnaire for the survey was developed by the Gender Programme Officer, in cooperation and consultation with the GWG. The survey was launched and questionnaires disseminated through the EMHRN working groups by the gender focal point (GFP) in each group. The completed questionnaires were collected in collaboration between the GFPs, the Gender Program Officer and the Gender intern. The Gender PO and intern also followed up with a number of skype and telephone interviews.

- Documentation review of a number of EMHRN's documents such as internal working documents, overview of gender activities, the Policy Paper on Gender Equality, former gender audits, the Gender Mainstreaming Reference Kit, etc.

- Consultations with EMHRN Copenhagen staff, including the Gender Programme Officer and the Programme Director.

- Documentation review of selected reports and articles relating to gender equality and gender mainstreaming in the Euro-Med region.

Approach

The consultant understands gender equality as an integrated aspect of a rights based approach, where accountability, non-discrimination and equality are fundamental pillars.

Gender is a cultural and social construction and social norms and expectations may results in gender discrimination. Women and girls have particular difficulties in accessing their full and equal rights and remain disproportionally affected by poverty, discrimination and marginalisation. At the same time women and girls have resources and potentials, which are not always fully utilised. Men and boys also have their distinct gender needs and interests and must be engaged when working with transforming gender relations. It is vital that both men and women are involved in addressing gender equality issues. At the same time, gender must be seen in relation to other intersecting inequalities such as age, disability and ethnicity.

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[3] The survey questionnaires were distributed through the EMHRN working groups in which 60 of the 80 member organisations are represented. The remaining 20 member organisations that are not represented in any working group did not receive the survey.

Limitations of the audit

The Gender Audit is based on a desk review, where the 29 questionnaires constituted the fundament of and core for the analysis. No fieldwork was conducted, and hence the consultant did not visit member organisations or their projects. Staff, partners or beneficiaries of EMHRN members and their projects were not consulted to properly assess the challenges of the different organisations' work on gender mainstreaming and gender equality.

It has been very challenging to gather data among the members. A lot of effort has been put into distribution and collection of questionnaires and follow-up interviews. Furthermore, quite a few of the respondents were not very detailed in their answers which thus did not contain much information that could be analysed.

The Gender Audit is not an evaluation of the 29 organisations' work related to gender. Rather, the Audit reflects the main challenges, needs and achievements and pinpoints some of the central areas where the participating organisations could further strengthen gender equality in their work.

Obviously, the 29 organisations are not alike; they work in different countries with different objectives and therefore have different needs and challenges. No findings, challenges or recommendations fit for all, but it is the consultant's hope that the findings and recommendations will nevertheless be valuable for all EMHRN's member organisations.

The participating organisations

29 organisations have completed the questionnaire (see Appendix 2 for a list of the 29 organisations and Appendix 3 for the questionnaire). Of these, two are regional members and two are associate members. 13 of the organisations are based in south and eastern Mediterranean countries[4], whereas 12 are European organisations. The majority, 12, of the organisations are specialised NGO's (refugees, torture, migrants), 9 are generalist human rights organisations, and two are research institutes. Three feminist organisations have completed the questionnaire; two are based in Europe and one in the south Mediterranean. Three of the participating organisations have not specified what kind of organisation they are.

17 of the organisations do not have a gender mainstreaming strategy, 4 did not respond to the question or did not know and 8 organisations do have a strategy. Among these 8 organisations, 6 are from south and east Mediterranean countries and 2 are European,

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[4] One of the organisations from the south Mediterranean is not an EMHRN member, but a resource organisation in one of EMHRN's working groups.

3 are specialists – 1 of them a feminist organisation – and 5 are generalist human rights organisations.

More than half of the organisations without a mainstreaming strategy have not explained the absence of a strategy. Those who answered the question, generally give two explanations for not having a strategy: i) either the organisation mainstreams gender into its organisational structures and activities and therefore does not need a specific gender strategy, ii) or they consider, that they are not in need of a gender mainstreaming strategy.

Roughly the participating organisations can be divided into three sub-groups:

1. Those who actively work with gender equality and gender mainstreaming in their organisation and activities. Some gender mainstream in their organisation, but not in their programmes or vice versa.

2. Those who are aware of gender mainstreaming and gender equality, have initiated different initiatives within their organisation and/or programmes, but lack the technical capacities and resources.

3. Those who do not work with gender mainstreaming of their organisation or activities and don't see the benefit of doing so.

MAIN FINDINGS

This section examines some of the main findings and key challenges related to gender mainstreaming and gender equality for the participating organisations. Overall the challenges can be divided into two main categories: organisational challenges and programme challenges. The types of challenges reflect each other and should not been seen in isolation. In addition, almost all of the consulted organisations mentioned culture, religion and the social and political framework they operate in as challenging. However, this framework was found to affect the south and eastern Mediterranean organisations more than the European ones.

The section will start by giving a very brief overview of some of the main challenges for achieving gender equality in the Euro-Med countries. The section is inspired by the ToR and based on the participating organisations' inputs and answers.

The political and social framework

Deeply rooted social institutions, societal norms, gender stereotypes as well as laws and traditions remain significant challenges to gender equality in many Euro-Med countries. Particularly in the south and eastern Mediterranean countries entrenched patriarchal, religious and cultural gender values are defining traditional male-female roles and often set aside women's perspectives and rights. This potentially hinders progress on gender equality and obstructs the discussion on more tabooed subjects like sexual and domestic violence. Discriminatory laws, policies, and impunity for violence against women led the UNDP Arab Human Development report in 2005 to conclude that the status of women was one of three main deficits that hinder development.

In Europe, the consequences of the economic crisis in the form of austerity measures have had a negative impact on women's rights: they have endangered women's rights, perpetuated gender inequality and created new inequalities. The public spending cuts have had an important impact on women's employment given that 69.2% of public sector employees in the EU are women. In addition, these measures have had a wider impact on non-economic factors. The reduction in funding for women's organizations and gender equality institutions has had a direct impact by diminishing women's voices in the public sphere, and has led to the reduction of essential services such as shelters for women victims of violence. In Europe women's rights and gender equality are under pressure from the right-wing nationalist movements particularly in EU member states with large, religiously conservative constituencies. Sexual and reproductive health and rights are under increasing pressure, despite being based on core human rights values and central to efforts to promote gender equality. Finally, the austerity measures have

often been coupled with patriarchal and discriminatory policies inspired by conservative ideologies that further undermine the rights of women.

The Arab uprisings, starting in 2011, also addressed the inequality between men and women. Women took to the streets alongside men, calling for respect for human rights, including women's rights. In the years after the uprisings there was a sense of optimism and hope. However, as the "Spring" turned into civil wars or islamist parties democratically winning elections and in some places even more repressive governments taking office, some of the optimism has vanished. Advances have been made in bridging the gender gap in education and health. However women's rights and gender equality have been marginalized in the transition processes following the uprisings and today women's economic and political participation in the Arab region remains very low, if not one of the lowest in the world. In addition, the South and Eastern Mediterranean region is now facing a new wave of violence against women adding to already existing patterns of violence caused by war and conflict, as well as regime and non-state actors' attacks on women activists.

The setbacks in the Euro-Med countries demonstrate how universal rights for women are under massive threat and pressure from conservative religious interpretations, which seek to roll back women's rights.

Despite the setbacks following the 2011 uprisings, the role of women has now become central to societal debates more than ever before. This coupled with ongoing constitutional and legislative reform processes is seen to some as a window of opportunity for the promotion of gender equality. Among the participating organisations there are divergent views on these prospects.

Operating in the framework

CSOs should seize this window of opportunity. This is mentioned by many of the participating organisations who describe an opportunity that shouldn't be missed. However, particularly the south and eastern Mediterranean organisations found it challenging to balance between being sensitive and respectful to religion and culture, and at the same time push for progress in women's right and gender equality. The organisations working on gender issues often find themselves side-lined, ignored or faced with violence and hostility from groups using a religious discourse.

> *With any discussion on women's rights, the main challenge is how to broach discussion while being sensitive to religious, traditional and cultural norms. Even in our country – a very progressive country on women's rights – we have faced a*

negative reception to the workshop on women's rights because it was felt that there were no issues of concern in this country.

While our country is often considered one of the more gender equitable countries in the MENA region, gender discriminatory cultural and religious values and practices remain embedded within our societal structures.

Internal efforts for change become even more complex as those advocating for change can easily be dismissed as unpatriotic, irreligious, or tainted by the West.

The European organisations also point to the problems of gender stereotypes and violence against women, including forced marriage and honour related violence. And just like in the south and eastern Mediterranean countries they are still widespread, serious and tabooed problems. One European NGO also highlights the challenges of eliminating human trafficking.

NGO's working with victims of human trafficking (VOT) report that some of the potential VOT are treated as illegal immigrants and are not taken to a safe house but are imprisoned.

Otherwise, the European organisations differ slightly in their characterisation of the main challenges to obtain gender equality. Their responses are more along the lines of gender pay gaps, unequal sharing of parental leave and unequal representation in decision-making positions.

The biggest problem in the region and country is that men occupy most decision making positions, even though there are more women with superior education than men.

There is a relatively big difference between women's and men's wages in Denmark. Statistics from 2010 show that the average pay gap is 18% between men and women - despite the fact that Danish women are better educated than Danish men, and the fact that Danish men and women have approximately the same (labour force) participation rate.

Finding ways to address adverse and uneven institutional frameworks represents a tremendous challenge and quick fixes or blueprints of reforms are unlikely to work. It is not within the scope of this Gender Audit to analyse or suggest how the organisations can change the social and political framework they operate in. That being said, the organisations have complex understandings of the gender challenges they face in their

countries and regions. Their suggestions for possible actions to address these challenges are inspiring and could benefit mutual learning.

Finding solutions

Many of those who responded to the questionnaire mentioned the need for awareness-raising campaigns and recommended that CSOs, media and stakeholders should work together to combat gender stereotyping by raising awareness through e.g. campaigns. The questionnaires contain suggestions on targeting youth and involving families and religious leaders in dialogue. There are suggestions for educational programmes on sexual and gender equality within the school system; social change in recognising parenthood rather than motherhood; adequate childcare support for women returning to work and throughout career progression and incorporating gender sensitivity at all levels of public policy.

Below are a few selected suggestions from the participating organisations.

CSO, media and stakeholders should work together to combat gender stereotyping by spreading awareness, launching grassroots campaigns accompanied by online campaigns. In particular speak to university students (create debating clubs), reach out to families (parents), set-up curriculums for schools, initiate summer camps for young youth (aged 11-16), and approach religious leaders (religion plays a huge role in Middle Eastern societies).

Educational programmes on sexual and gender equality within the school system; social change in recognising parenthood rather than motherhood; adequate childcare support for women returning to work and throughout career progression; incorporating gender sensitivity (with 'gender' including gender identity and sexual orientation) at all levels of public policy.

Supporting younger generations of feminists and emerging groups, and exploring, without prejudice, religiously affiliated feminist groups to find out where there is common ground.

Organisational challenges

The following section will analyse the main organisational challenges related to gender mainstreaming and gender equality for the participating organisations.

Organisational culture and behaviour

Working with human rights or gender equality and principles such as non-discrimination, accountability and equality demands a critical reflection on one's own organisational culture, structure, policy and practice.

> *We are not a women's organisation, but we are all for promoting gender equality, when it falls within the mandate of our work.*

Organisations are not gender-neutral, but reflect the social relations that are dominant within a given society. Organisations are advocates for and objects of change, but organisations can also unintentionally re-produce gender and other inequalities. The majority of the participating organisations seemingly omit to reflect on their own organisational practices and thereby miss the opportunity of reflecting on strengths and weaknesses in terms of their commitments on human rights-based and gender equality.

When being asked, *"What do you consider the biggest challenge in relation to addressing male/female inequality in your organisation?"* Many of the organisations replied *"nothing"* or in line with the quotes below.

> *There is no need to address the issue of inequality.*

> *We don't have these constraints inside the organisation. Working relations are very good. We don't have any issues.*

It was found that while the organisations have a complex understanding of gender challenges and the reasons behind lack of gender equality in the region and/or their countries their understanding of addressing male/female inequality within their own organisation is less elaborate

Through their membership in EMHRN, members have committed to actively pursuing gender mainstreaming and gender equality of their activities and their organisations, as described in the Policy Paper on Gender Equality. This commitment requires resources and willingness, which should first and foremost come from the management and elected bodies. Only very few of the organisations are familiar with EMHRN's Policy Paper on Gender Equality and hence their obligations in this regard.

Focus on gender balance

In depth analysis and reflections on gender inequality and its implication for both women and men seems to be lacking in many of the participating organisations. It was found that the majority of the organisations are not very reflected about their own gender challenges and their gender mainstreaming focus tends to be mainly on achieving gender balance rather than addressing underlying structural causes for gender inequality. This focus on gender balance might be largely driven by donors' or partners' demands for gender balance figures. Or, staff may be reluctant to take on additional work or feel they lack the competences to gender mainstream.

> *Gender balance and equality is not a problem in our organisation.*

> *In our internal structure there is balance between men and women.*

> *We have a lot of female employees, but I don't think gender is really a concern (….). In the past, the management was more gender balanced, but I hope that in this process (of organisational restructuring ed.) we will end up with more balanced staff.*

However, this focus on gender balance leads to a risk of diverting attention away from more comprehensive gender equality actions. Gender balance among staff or beneficiaries does not equal gender competences and awareness within an organisation.

Resources and skills

Shortage of financial means and technical capacity was mentioned several times as a hindrance for gender mainstreaming at both organisational and programme level.

> *A major challenge we face in promoting gender equality in our organization, is lack of funding. Owing to lack of funding, we are unable to monitor and evaluate our gender mainstreaming programme; unable to implement our Gender Programme and unable to conduct regular gender equality training with our staff and volunteers.*

> *The financial issue is the most difficult issue for us – we always lack money.*

> *We also need expert knowledge on gender mainstreaming at the programmatic level.*

Gender mainstreaming is often perceived as a costly add-on affair and not something that adds value and lifts the quality of the entire organisation and programme cycle. When organisations don't acknowledge gender as a priority they tend not to hire staff with the expertise and knowledge on how to do a gender analysis and mainstream gender throughout the organisation.

Based on the responses, it is assumed that the majority of the organisations have not ensured that responsibilities for implementing gender equality objectives are explicit in job descriptions for all personnel. This, however, would significantly increase the prospect that gender equality issues be adequately addressed. Having staff and stakeholders who are competent and committed to gender equality is a critical success factor.

From individual learning to organisational learning

Some answers in the questionnaires point to the challenge of ensuring that capacity building extends beyond the individual level and brings about capacity development and change within the organisations.

> *There used to be a policy that said that all projects should have a clear gender result (...) The problem however is that it was not implemented! It was all put on one person to implement, but when that person left it was all dropped.*

Transferring new skills, attitudes and changes from individuals to the organisational level is a huge challenge. When working with gender, organisations are often caught in the dilemma between appointing a gender expert within the organisation and mainstreaming gender throughout the organisation. There are pros and cons of both. What is important is that each organisation reflects on what suits it best.

Programme challenges

Where the section above looked into organisational challenges, this following section will examine the organisations' challenges with gender mainstreaming and gender equality in their programmes, projects and activities.

Programme planning and implementation

It is not within the mandate of this audit to analyse all the participating organisations' programme plans and activities. But based on the responses it is evident that many of the organisations do not analyse women's and men's specific interests and priorities for use in their planning and implementation. Programme objectives, activities and indicators should be gender specific and move beyond a focus on gender balance. A gender analysis distinguishing the resources, activities, potentials and constraints of women relative to men in a given socio-economic group, can potentially lead to transformative changes.

Involving men

Close to all the participating organisations understand gender equality as a women's issue and not as something that fully engages men as well as women. For some organisations this leads to the perception that it is unnecessary for them to work with gender or that they gender mainstream simply because they work with women.

(...) there is actually no need, as practitioners in our field in our country, in general are more often women than men. As far as our work is concerned we are more focused on the overall problems of refugees/migrants in the country, the majority of the group of our concern are men.

Because we consider that we don't need it. There is enough equality.

However, men must be actively involved in supporting gender equality and also in addressing men's specific interests and needs. As a result of the often women-centred approach of gender programmes, men have largely been side-lined in the discussion and have often felt alienated by the sometimes confrontational approach taken by gender activism. Empowering women without also actively involving men can lead to increased tensions and conflict in families and communities.

To transform unequal gender relations both men and women need to be involved. Equality between women and men must be seen both as a human rights issue and as a precondition for, and indicator of, sustainable development.

Intersecting

Only very few of the participating organisations understand gender in relation to other intersecting inequalities such as age, social class, disability, migrant status and ethnicity. When conducting a gender analysis it is important to pay attention to sex and gender, but examining how other factors intersect with sex and gender is also necessary. Otherwise, women (and men) can easily be perceived as a homogenous group. A disabled Palestinian man living in a refugee camp in Lebanon is much more vulnerable than an average Lebanese woman. Furthermore, far from all women are vulnerable and it is important also to report on women's agency and their contributions to society.

When the organisations fail to intersect it might very well result in certain experiences and issues being obscured or rendered invisible. Problems that are unique to particular groups of women or men or that disproportionately affect some women or men may not receive appropriate attention.

Disaggregated data

Disaggregated data is necessary to identify measures for addressing inequalities. It is not sufficient just to collect data by male and female; the choice of which data to collect needs to be informed by an understanding of gender issues and the data needs to be analysed within a framework of gender relations.

Only few of the organisations mention disaggregated data and it is therefore assumed that the majority of the organisations do not collect disaggregated data. This means that the organisations have limited monitoring information and hence face constraints in assessing possible differences in participation, benefits and impacts of women and men. Instead, focus tends to be on inputs and activities rather than benefits and impacts. There can be several reasons why organisations do not use disaggregated data. The organisations may simply not be aware of how and for what to use the data. Or the data may be inaccessible, either for political, security or diplomatic reasons. Countries often consider population data generation as an element of their sovereignty. Furthermore, collecting data is very costly and many countries simply cannot afford it and therefore do not have disaggregated data.

It is a tremendous and resource-intensive challenge to collect the right data; nevertheless disaggregated data can allow organisations to actively address some of the multiple forms of human rights violation, vulnerabilities and inequalities they face in their work. Disaggregated data allows organisations to move from focusing on output to focus on impact.

Good practices

The purpose of the following section is to gather examples of the organisations' good[5] practices in terms of gender mainstreaming.

A good practice can be a usable solution to a specific problem, but must always be understood in light of available resources, policy conditions and the working environment in a given context. Therefore, what is perceived as a good practice in one organization might not be applicable in a different context. Additionally, only few of the participating organisations have elaborated on their successes and good practices and those who have, mostly give examples focusing on women's rights and not gender mainstreaming practices. This inevitably challenges the opportunity of sharing and giving specific recommendations to the organisations. Interestingly enough, sharing of good practices from other member organisations is among the most frequent proposals from members on how EMHRN can support their gender mainstreaming efforts. This indicates that learning from other organisations working in similar fields (human rights) is seen as very valuable.

It was found that the good practices shared in the questionnaires were often linked to specific themes or special targeted interventions, for example violence against women, FGM, refugees, torture or women in detention. This is mostly the case for the general HROs and NGOs that highlight their projects and activities with women as good practices.

Overall, the good practice examples roughly fall within 4 main categories:
- Advocacy efforts
- Legislation
- Trainings and development of tools
- Organisational changes

Advocacy efforts

There are several examples from organisations on how intensive lobby work can lead to success. Different organisations use different means such as targeting the media, sending press releases, writing letters to key policy makers, meeting with relevant

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[5] In the ToR one of the objectives of the Gender Audit is to gather knowledge of the organisations' best practices. However, the term "best" practice implies that there is a "best" way of obtaining results, whereas the term "good" practice implies that there is no hierarchy of methods, and that each situation requires a different approach. Therefore, the term good practice is used in the current Gender Audit.

stakeholders, participating in relevant meetings in order to present their positions and producing educational material and documentaries.

One organisation exemplifies how it successfully raised awareness and targeted EU on its specific topic of work, through campaigning and intensive and coordinated lobby work.

Another organisation campaigned and advocated on specific female youth issues by using new technologies and alternative media, while a third organisation empowered male and female human rights defenders by involving them in advocacy activities.

The organisations stressed that networking and systematically coordinated advocacy initiatives with other stakeholders related to women's rights can lead to stronger impact.

Legislation

Some examples were given on how organisations have used legislation to promote women's rights and gender equality. This was done by providing legal support to women, assist in legal training programmes and trainings on international conventions, and by focusing on inconsistencies between national law and international obligations.

A good practice experience is exemplified by an organisation's contribution to changes in local and national parliaments for legislations that affect women´s rights.

One organisation tells about how solidarity groups for women are emerging and legal experts are now working with sexual violence. Another organisation emphasises their success in supporting female victims of violence by helping them to access legal status and integration rights in their current country. A third organisation launched a report providing examples of success stories, where women – including refugee women - were able to access justice.

Trainings and development of tools

Some organisations have developed training materials and tools to promote gender mainstreaming. These range from specific training sessions for female beneficiaries and staff, training on women's rights within the human rights framework to legal trainings.

One organisation describes how they have trained women on how to monitor and document gender based violence, while two other organisations have trained youth and focused on empowering youth – particularly young women.

Another organisation has successfully contributed to the development of an e-learning course aiming to raise awareness and enhance the skills of health professionals and asylum officers supporting women and girls affected by FGM.

The consultant thinks that when training material or advocacy guidelines have been developed there should be a dialogue in the organisations on how to make us of the material and how it should impact on day-to-day work.

Organisational changes

Several of the organisations mention changes in their internal structures as a success. More women now have access to decision-making structures in the organisations and better opportunities for women are reported in the questionnaires.

The documentation of organisational change to support the process of gender mainstreaming is very positive. However, such documentation must lead to a discussion of the impact of these changes. Based on the responses it was difficult to assess the impact of the organisational changes and the level of discussion about them in each organisation.

As previously mentioned, it was found that there is a wish from the organisations to share good practices and learn more from each other.

EMHRN's Gender Equality Policy Paper

It is not within the scope of this Gender Audit to analyse EMHRN's work with gender. However, one of the purposes is to offer a basis for developing an EMHRN gender mainstreaming strategy to implement the Gender Equality Policy Paper (GEPP).

The vast majority of the participating organisations have an understanding of EMHRN's working structures around gender, but are unaware of their obligations, possibilities and what implications this entails. As previously mentioned, the majority are unfamiliar with EMHRNs gender policy. It cannot be expected that member organisations are acquainted with the details of EMHRNs policy, especially not when taking into consideration that the policy is an annex to the EMHRN strategy and not a document EMHRN has actively promoted. However, it should be a requirement for members to be more aware of their obligations towards the GEPP.

> So far, I haven't heard of any member organisation that changed their gender policy because of EMHRN's gender policy. So it needs to be more visible!

The consultant finds it important that all member organisations familiarise themselves with EMHRNs gender policy. If EMHRN is to push for more work on gender mainstreaming and gender equality among member organisations, EMHRN must walk-the-talk and have a visible, action-oriented and up-to-date gender policy.

Needs and support from EMHRN

There are three[6] questions in the questionnaires relating to how EMHRN can support its members in overcoming challenges related to gender. The findings in this section are based on an analysis of these answers.

The first question is related to gender inequality challenges in their region, their country and their organisation, thus issues more associated with the political and social framework they operate in. The second question solely relates to gender challenges within the organisations and the third question focuses on the organisations' strategic work with and needs in relation to gender equality. Despite the differences in the questions there is a lot of repetition and overlap in the responses, in particular between the first two questions. It was therefore deemed most meaningful to first process and analyse the responses to these two questions and thereafter look into the answers relating to the organisations' strategic work with gender.

Gender inequality challenges in the political and social framework

There are many good and valid suggestions in the questionnaires which roughly fall within four overlapping and intersecting categories: i) networking and joint actions, ii) capacity building, iii) development of strategies, and iv) advocacy and lobbying.

Networking and joint actions

The fact that EMHRN is a network, and the advantages hereof, is highlighted by several of the organisations. Generally, there seems to be a desire to exploit this even further and benefit even more from the advantages of being in a network with like-minded organisations.

> *EMHRN can support us by engaging with us in joint work. When we do a gender workshop with partners, for instance, this could be done jointly with other EMHRN partners, and/or EMHRN could arrange regional meeting to which we could send participants etc.*

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[6] Question no 9, 15 and 23 in the questionnaire.

Capacity building, regional networking, joint lobbying and advocacy, building bridges between organisations, regions and experts.

[EMHRN can assist us by] Introduce gender issue in training, encourage women to invest in the fields of action of civil society in the broadest sense.

Many of the organisations wish to see EMHRN as a knowledge hub and bridge builder – a network where it is possible to get expert knowledge on different human rights-related themes and an entity that connects organisations and people in a capacity building effort.

Networking and joint actions can facilitate both capacity building as well as strengthen advocacy.

Capacity building

The organisations express interest in different types of trainings, for example training on how they can apply gender mainstreaming in their planning and implementation or training on how to collect disaggregated data. Capacity building could also be development of tools and manuals as well as follow-up training on how to use them. Further, it was suggested that EMHRN organise targeted activities, for example conferences with relevant gender topics, i.e. economic empowerment and violence against women.

EMHRN can also organise specific activities for women, like the conference in Amman (conference on Violence against Women organised by the GWG in November 2013 ed.). Before that, there was a women's conference in Istanbul in 2009, where 150 women activists from the whole region were present. This was very fruitful. These trainings should also target men, because we have to work together and cannot succeed unless we target both men and women.

Mentor-mentee and peer-to-peer learning with the assistance of a professional gender advisor are also mentioned.

Advocacy and lobbying

Many of the organisations work with advocacy to foster human rights policies and initiatives. However, many also find it challenging to overcome gender barriers through policy directions and advocacy. Sharing knowledge and experiences seems to be a need and a high priority for the participating organisations.

How much do we talk about gender in the population in our advocacy? It is important to keep addressing this, and EMHRN could "walk the talk" in the network. This would lead more organisations to do it at their level as well.

Strengthening of national and international advocacy, through strengthening networking and capacity building.

Overall, many organisations stress the need for sharing good practices and experience, and for learning from each other. EMHRN could play an active role in facilitating this mutual learning.

Beside the suggestions described and categorised above, the respondents also have a tendency to come up with rather general and "quick fix" suggestions that are extremely difficult or close to impossible for EMHRN to implement. They either fall outside the mandate and scope of EMHRN, they require too many resources or, they are based on a perception that gender equality is easy to "fix". The suggestions often focus on receiving funding from EMHRN, or propose that EMHRN should draw up general guidelines, which can be adapted to the specific country or regional context, so that gender equality can easily and quickly be obtained.

Contribution to strategic work with gender

It was found, that the organisations' answers are not very detailed when it comes to formulating strategic needs within their organisation. The majority of the organisations have either not replied to this particular question or their answers are so general and vague that it is difficult to extract valuable information from them.

Some organisations pointed to the need for EMHRN to strengthen existing working structures, such as the Gender Working Group and the Gender Focal Points, as well as making more use of already developed material, in this case the Gender Mainstreaming Reference Kit. One organisation also mentioned the Gender Political Referent and the need to clarify her/his role.

Otherwise, the answers are mainly related to capacity development activities, as well as sharing good practices and materials, and receiving funds from EMHRN.

The consultant found it interesting to see that the organisations have a very complex understanding of gender challenges within their political and social framework, but when it comes to their own strategical challenges and needs their answers are much less elaborate.

CONCLUSION

The 29 participating organisations are very diverse, each with their specialised field of work and operating in diverse countries from Finland in the north to Algeria and Egypt in the south. This inevitably makes it a challenge to write a conclusion applicable to all organisations.

It is encouraging to see that many of the member organisations have done a lot to improve the situation for women, both within the organisational structures and in their programmes. Moreover, many of the organisations have a rather complex understanding of the gender challenges in their political and social context. However much more needs to be done. The majority of the participating organisations do not have a very detailed understanding of gender when it comes to their own organisations and their programmes. Here gender is equal to women and gender mainstreaming tends to focus mainly on achieving gender balance. The focus on gender balance leads to a risk of diverting the attention away from more comprehensive gender equality actions. In most cases men are completely left out and their specific interests and needs are not addressed. To transform unequal gender relations both men and women must be involved. Equality between women and men is a human rights issue, but it is also a necessity for sustainable development.

Many organisations highlight the advantages of being in a network like EMHRN and their wish to exploit it even further and share good practices on gender mainstreaming and gender equality. EMHRN could play a more active role in facilitating this mutual learning, but the organisations themselves also have a responsibility to set aside the needed resources. Gender mainstreaming is often perceived as a costly add-on affair and not something that adds value to an organisation. Responsibilities for implementing gender equality objectives should be ensured. Having staff and stakeholders who are competent and committed to gender equality is also a critical success factor. Management and elected bodies of the organisations have a particular responsibility in ensuring this.

RECOMMENDATIONS

The following section contains recommendations.

EMHRN should make it more explicit and communicate better on the fact that
A) It is an organisation which prioritizes gender equality (and why) and gender mainstreaming. This means concretely that:

- **EMHRN should update, revise and disseminate its Gender Equality Policy Paper** to members when the new executive committee is appointed after the general assembly in June 2015. Such an update could entail that key aspects of the policy be integrated into EMHRN's structures to ensure implementation. Moreover, an update could entail a stronger and more concise paragraph on EMHRN's expectations towards its members with regard to gender mainstreaming, as well as a rewritten section on the political context that has significantly changed since 2008. A process of orientation and involvement of relevant staff, partners and member organisations, should follow the update. To facilitate the implementation a Gender mainstreaming Action Plan could be developed in cooperation between the executive committee, the Gender Working Group and the Gender Focal Points. The Gender mainstreaming Action Plan should, as the name indicates, be action-oriented and contain concrete and time bound milestones for EMHRN's work with gender.

- **EMHRN should communicate more clearly its expectations to member organisations' work with gender**. These expectations should be more clearly formulated in the membership application and the Gender Equality Policy Paper. The member organisations should be aware of what is expected from them, but also of their possibilities of strengthening their work with gender.

B) It is an organisation that wants to become a **gender resource hub** for its members. In parallel, there is a clear wish and need from the member organisations to share good practices and learn more from each other's work with gender. It is therefore recommended that:

- EMHRN play a **more active role in this knowledge sharing**, potentially through the Gender Focal Points (GFP) appointed in each of the EMHRN working groups. The focal points can bridge between EMHRN, the working groups and the member organisations. It is also recommended that there be better

communication to the network as a whole of what the GWG is doing in terms of GM.

- EMHRN **builds on existing resources** within the network, and strengthens the working structures, such as the Gender Working Group (GWG) and the GFP. In particular the latter needs attention and renewal, while the role of the GWG in supporting GM efforts of the network also needs clarification. EMHRN should strive to make it more attractive to be a GFP, by formulating different criteria and responsibilities. At the same time EMHRN should also ensure that the GFPs are prepared for the task, by giving them training and establishing mentor-mentee-ship between resource persons from i.e. the GWG and the GFPs. It is also crucial that expectations to the GFPs are clearly formulated. EMHRN should strive to seek a balance between men and women, and representatives from north and south in the GWG and among GFPs.

- EMHRN organise **tailor-made gender training** of member organisations with a focus on both women and men's rights and how to move beyond addressing gender balances. EMHRN already has a good Gender Mainstreaming Reference Kit that they are recommended to use in combination with other training tools.

- G**ender mainstreaming is strengthened in the work of EMHRNs thematic working groups and solidarity groups**. Each group should conduct a gender analysis when planning and implementing their activities, paying special attention to how and which kind of data is collected when monitoring and documenting human rights violations. This will potentially allow reverse discrimination and gender issues to be highlighted. It is recommended that the working groups and solidarity groups regularly discuss how gender equality is relevant to and can be incorporated into their thematic areas of work.

- EMHRN more proactively **works with those organisations that have expressed a need and a wish to improve their gender mainstreaming and gender equality work**. There are multiple ways of operationalising this: EMHRN could facilitate the process by pairing organisations (two-and-two) from similar countries, or with similar focus, (as well as speaking the same language) in mentor-mentee partnerships, and by establishing coaching sessions for groups of organisations. EMHRN could also select two to four (depending on resources available) organisations and assist them in their work with gender. Nevertheless, the management of the involved organisations must agree and set aside the necessary resources. Purpose, requirements, obligations and milestones must be clearly formulated.

- EMHRN **encourage member organisations to formulate gender policies** if they do not already have such. This could be done both in the context of the regular correspondence with member organisations as well as through the GFPs and the meetings of the EMHRN working groups.

- EMHRN continue to **monitor its gender mainstreaming work** through regular gender audits.

Recommendations to member organisations:

- It is recommended that member organisations prioritise gender both internally in their organisations and in their activities. Most member organisations would benefit from conducting a **gender analysis** and hereby strengthen gender mainstreaming and gender equality. The organisations should analyse how women and men, boys and girls are affected differently by the organisation's programmes while keeping in mind that gender must be understood in relation to other intersecting inequalities such as age, disability and ethnicity. This would help lead the attention away from the exaggerated focus on gender balance. The analysis should be used actively in the organisations' strategic planning.

- It is recommended that member organisations **strive to collect and use gender disaggregated data**. It is a resource-intensive challenge, which is not always possible, but disaggregated data would allow the organisations to actively address some of the multiple forms of human rights violation, vulnerabilities and inequalities they face in their work.

- It is recommended that the organisations support **men's active involvement in supporting gender equality** and also address men's specific interests and needs. This applies both at the organisational and programme level. The price of not working with boys and young men is that programmes targeting young women and girls will continue to face the barrier of male power and expectations, structures and beliefs that benefit men over women. Empowering women without also actively involving men can lead to increased tensions and conflict in families and communities. To transform unequal gender relations both men and women need to be involved. Changes will not happen overnight and intervention at multiple levels is necessary; men should be actively involved in families, in the education system, in policy-making in implementation and in activism around gender equality.

- It is recommended that the organisations **formulate gender policies** if they do not already have them. The process of formulating such policies can support

both capacity building on and stronger commitment to gender mainstreaming among staff and management. Having a written policy can also help clarify the organisational commitment as well as make it more durable.

- It is recommended that the organisations ensure that **responsibilities for implementing gender equality objectives are explicit in job descriptions for all personnel**. This would significantly increase the prospect that gender equality issues be adequately addressed. Having staff and stakeholders who are competent and committed to gender equality is a critical success factor.

APPENDIXES

Appendix 1: Terms of Reference

Background

Discrimination against women and/or unequal status and opportunities for women is a globally widespread phenomenon, including in the Euro-Mediterranean region, where discriminatory laws, policies, and impunity for violence against women led the UNDP Arab Human Development report to conclude that the status of women was one of three main deficits that hinders development.

In Europe, the consequences of the economic crisis in the form of austerity measures have been negative for women's rights: they have endangered women's rights, perpetuated gender inequality and created new inequalities. The public spending cuts have had an important impact on women's employment given that 69.2% of public sector employees in the EU are women. In addition, these measures have had a wider impact on non-economic factors. The reduction in funding for women's organizations and gender equality institutions has had a direct impact by diminishing women's voices in the public sphere, and has led to the reduction of essential services such as shelters for women victims of violence. Finally, the austerity measures have often been coupled with patriarchal and discriminatory policies inspired by conservative ideologies that further undermine the rights of women.

The Arab uprisings also addressed the inequality between men and women, women taking to the streets alongside men, calling for respect for human rights, including women's rights. However, at the same time, women's rights and gender equality have been marginalized in the transition processes following the uprisings, where women have been absent from the transitional bodies and committees, gains (such as quotas in elections) have been revoked, and violence against women has increased. The role of women has become the core of societal debates more than ever before and with ongoing constitutional processes, there is a window of opportunity for the promotion of gender equality.

CSOs should seize this opportunity. While WROs obviously work on women's right, they often work in isolation from other CSOs, including generalist HROs who see women's rights and gender equality as the mandate of only the WROs or at least not as a priority for them.

One of the means to achieve gender equality is through gender mainstreaming[7]. EMHRN has adopted a Gender Equality Policy Paper (GEPP)[8] that outlines its commitments in

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[7] As defined by the United Nations, gender mainstreaming is:'. . . the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of polices and programmes in all political, economic and

this regard. It has conducted two Gender Audits in 2008 and 2012 respectively to assess how gender is mainstreamed into the structures and activities of the EMHRN. Furthermore, in 2014, a member of the Gender Working Group prepared an overview of the achievements, weaknesses and strengths of the EMHRN work on Gender Mainstreaming from 2006 to 2013.

All gender audits as well as the overview of the GM activities of the network over the past eight years have concluded, that while gender is relatively well integrated into the EMHRN structures such as statutes, by-laws, executive bodies and working groups, there is a gap in relation to the gender equality awareness and gender mainstreaming efforts of the EMHRN membership.

The EMHRN Gender Working Group (GWG) produced a Gender Mainstreaming Reference Kit[9] targeting specifically CSOs on how to gender mainstream their work and conducted some trainings on this basis. However, it became clear that a more comprehensive strategy would be needed in order to thoroughly address the shortcomings in gender equality in the region and the capacities (and needs) of the organisations to address them.

On this background, the EMHRN GWG suggested to conduct a survey among EMHRN member organisations to identify their needs and capacities to do gender mainstreaming. This survey will also lay the ground for a gender audit, focusing on gender equality awareness and gender mainstreaming efforts of the EMHRN membership, rather than – as the previous gender audits - on gender mainstreaming within the EMHRN alone.

The survey will also constitute a resource for defining strategies in relation to

 a) Gender mainstreaming of EMHRN members

 b) Gender mainstreaming of CSOs in the Euro-Med region

 c) Defining a work plan for implementing the EMHRN GEPP

The survey will also contribute to monitoring the situation of gender equality in the region, and should be updated regularly. It will also allow for a regional comparison and identification of best practises that may be extrapolated to other countries.

Objectives and purpose

The purpose of this gender audit is – based on the survey among the EMHRN membership - to shed light on the commitments of the EMHRN membership with regard to gender equality, women's rights and gender mainstreaming and assess how they

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societal spheres so that women and men benefit equally and inequality is not perpetuated', ECOSOC report 1997

[8] http://www.euromedrights.org/eng/general-assembly/core-network-documents/, annex c of its current Strategy Paper for 2012-2018.

[9] http://www.euromedrights.org/eng/2009/07/14/educational-packs/

have been implemented, as well as prepare the ground for the development of a EMHRN GM strategy to implement the Gender Equality Policy Paper.

The purpose of the survey and audit is:

> ➤ To provide the GWG – and the EMHRN more generally – with an overview of the needs, capacities, achievements and challenges of EMHRN member organisations to engage in gender mainstreaming

> ➤ To gather knowledge about and best practices of what members are already doing in terms of GM and make recommendations on how to make use of these best practices

> ➤ To outline a proposal of how the EMHRN can support its members in addressing their needs and challenges with regard to gender mainstreaming

> ➤ To prepare the ground for the development, by the Gender Programme Officer, of an EMHRN GM strategy to implement the GEPP (and GM of the EMHRN membership and CSOs more generally)

Methodology

ToRs that serve as guidelines for the development of the survey have been discussed and approved by a steering committee appointed by the GWG. The questionnaire for the survey has been developed by the Gender Programme Officer in cooperation and consultation with the GWG. The questionnaire has subsequently been distributed to all members of the EMHRN through the Gender Focal Points of its thematic working groups on Justice, Freedom of Association and Assembly, Migration and Asylum and Palestine, Israel and the Palestinians. These working groups encompass most of the membership of the EMHRN. The questionnaire has been launched and distributed at the working groups meetings of the above mentioned thematic working groups, accompanied by a letter explaining thoroughly the aim and importance of the questionnaire and the survey.

The Gender Programme Officer and Intern are currently collating the answered questionnaires from members and will conduct interviews with a selected group of members who have not completed the questionnaire in February 2015. Based on the data collected through the questionnaires and interviews, and if needed through additional follow-up interviews, the researcher will make a report, analysing the results of the survey, identifying (and categorising) clearly the needs, capacities, achievements and challenges to GM expressed by the different organisations. S/he will, in cooperation and consultation with the steering committee of the GWG and the Gender Programme Officer, make recommendations on how to address these challenges and needs, and how best to make use of any best practice compiled.

The researcher is to submit a first draft of the report for consultation with the GM sub-committee of the Gender Working Group 3 weeks after the start of his/her assignment, and modify the content following their comments. The final draft will undergo final

language editing by EMHRN communication department, when content has been approved by the Gender Programme Officer.

Format

The survey consists of three parts:

1) A questionnaire in English, French and Arabic on the basis of which follow-up interviews will be carried out and the audit will be drafted (and which will be attached as Annex to it). The questionnaires will be collated and interviews completed by the Gender Programme Officer and Intern in English and French.

2) An analysis of the questionnaires in English and French (and possible a few in Arabic) and follow-up interviews identifying (and classifying into categories) the capacities, best practices, needs and challenges to GM in the different organisations. This analysis will be carried out by the identified researcher.

3) A report (gender audit) outlining the analysis of the questionnaires including recommendations on elements to include in a strategy for GM of EMHRN member organisations (and CSOs more generally in the region). This will be prepared by the identified researcher in close collaboration with the Gender Programme Officer.

The survey should result in a gender audit report of no more than 20 pages.

Division of responsibilities

Gender Programme Officer and Intern

- Collate the questionnaires from EMHRN members and conduct interviews
- Collaborate with the researcher on the recommendations on elements to include in a strategy for GM of EMHRN member organisations

Researcher

- Conduct the analysis of the questionnaires and any follow-up interviews
- Draft the audit report, including recommendations on elements to include in a strategy for GM of EMHRN member organisations and how to address the challenges and needs expressed by the members, in consultation and collaboration with the Gender Working Group steering committee and Gender Programme Officer

Timeline

February 2015: completed questionnaires to be collated and interviews conducted

<u>March 2015</u>: analysis of the questionnaires and interviews, identifying capacities, best practices, needs and challenges to GM among the EMHRN membership. Drafting of the audit report, including recommendations on elements to include in a strategy for GM of EMHRN member organisations.

See more details in the annex "Timeline for gender survey & audit 2015".

Annexes

- TOR for gender survey
- Gender survey questionnaire (English and Arabic)
- EMHRN gender audits 2008 and 2012
- Timeline for gender survey & audit 2015

Appendix 2: List of participating organisations

- Adala-Morocco, Morocco.
- Algerian League for the Defence of Human Rights (LADDH), Algeria.
- Al-Haq, Palestine.
- Andalus Institute for Tolerance and Non Violence Studies, Egypt.
- Association Marocaine des Droits Humains (AMDH), Morocco.
- Association Tunisienne des femmes démocrates (ATFD), Tunisia.
- ASSOCIAZIONE ARCI, Italy.
- Bar Human Rights Committee of England and Wales, UK.
- B'tselem, Israel.
- CIVITAS, Portugal (part of AEDH)
- Collectif des familles de disparus en Algerie, Algeria.
- Dignity Institute – Danish Institute against Torture, Denmark.
- Egyptian Foundation for Refugee Rights, Egypt
- Greek Council for Refugees, Greece.
- Human Rights Association (IHD), Turkey.
- Human Rights Centre, School of Law, University of Essex, UK.
- Human Rights Institute of Catalonia (IDHC), Spain
- Human Rights League (LDH), France.
- International Bar Association's Human Rights Institute (IBAHRI), UK. Associated member.
- KVINFO, Denmark.
- Las Segovias – Association for Cooperation with the South (ACSUR), Spain.
- Ligue Tunisienne de Défense des Droits de l'Homme, Tunisia.
- Mediterranean Institute of Gender Studies (MIGS), Cyprus.
- Palestinian Human Rights Organization (PHRO), Lebanon.
- Public Committee against Torture in Israel (PCATI), Israel.
- Tampere Peace Research Institute (TAPRI), Finland.
- The Arabic Network for Human Rights Information (ANHRI). UK. Regional member
- The Legal Center for Arab Minority Rights in Israel (Adalah), Israel.
- World Organization against Torture (OMCT), International. Associated member

Appendix 3: Gender questionnaire

Questionnaire

CAPACITIES and ACHIEVEMENTS

CHALLENGES

NEEDS

in relation to promoting gender awareness and gender equality

General

Name of your organisation: _____

1) What kind of organisation are you? Research Institute? NGO?

2) If NGO, are you a generalist HRO or specialist (women's rights, migration issues etc.) organisation?

3) What is the male/female ratio among the employees in your organisation?

4) How many women under the age of 30 years do you have among your employees?

5) What is the male/female ration among the leadership (president/executive director and board)

6) How many female members of your organisations have been able to become members of the decision making bodies (central office, president, general secretary etc.)

Challenges and opportunities for gender equality

7) What do you consider the biggest challenge in relation to addressing male/female inequality

- in the region?

- in your country?

- in your organisation?

8) What can be done to overcome/address these challenges?

9) How can the EMHRN – in your opinion – assist in overcoming these challenges?

10) What do you see as opportunities in relation to the strategic work with gender awareness and the promotion of gender equality

- in the current political context in the region?

- In your country?

- In your organisation?

Gender awareness and equality in your organisation

11) What does your organisation do to promote gender awareness and gender equality?

a) In your internal structures?

b) In your day-to-day work with human rights?

12) Can you mention concrete successes/achievements in your work with the above?

13) Can you mention the main challenges you face with the above?

14) What can be done to overcome/address these challenges?

15) How can the EMHRN – in your opinion – assist in overcoming these challenges?

16) Does your organisation have a gender mainstreaming strategy? Yes / No

A) If yes:

Why have you decided to have a gender mainstreaming strategy?

Is the promotion of gender awareness and gender equality both in your organisational structures as well as in your work inscribed in your statutes/by-laws etc.?

Is gender equality reflected in your structures (male-female ratios etc.?)

Can you summarize the main elements of you gender mainstreaming strategy (or alternatively share it)?

Can you mention three main reasons contributing to the decision of having/developing such a gender mainstreaming strategy?

How long time ago was it adopted? And for how long is it valid?

Who is responsible for its implementation?

How do you monitor and evaluate its implementation?

Is there skills/competencies on gender issues in your organisation to implement it?

Is there ownership and commitment among staff for promoting gender awareness and gender equality (gender mainstreaming)? Among the political leadership?

Are there specific resources (human and financial) set aside to implement the strategy?

What are the main obstacles in relation to its implementation?

Do you consider the fact that you are member of an organisation that gives importance to gender mainstreaming as an opportunity? Yes/No and if yes, why?

B) <u>If no</u>:

Have you ever discussed to have a gender mainstreaming strategy, i.e. to work more strategically with building gender awareness and promoting gender equality, both in your internal structures as well as in your work with the promotion of human rights? Yes/No

Why? Why not?

Would you consider having a gender mainstreaming strategy? Yes/No? (why ? why not?)

What are the advantages of having a gender mainstreaming strategy (according to you)?

What are the main obstacles for developing a gender mainstreaming strategy?

If you do not have a gender mainstreaming strategy, and do not consider having one, what could possibly change this position?

Gender awareness and equality in the EMHRN

17) Does the EMHRN have a gender mainstreaming policy? Yes/No

18) If yes, are you familiar with it?

19) Do you know that the EMHRN produced a Gender Mainstreaming Reference Kit to assist organisations in working more strategically with the promotion of gender awareness and gender equality?

20) Do you think it is important that EMHRN has a gender mainstreaming strategy – Yes/No?

21) If yes, how should this affect the EMHRN membership?

Needs of your organisation

22) What needs would you have in relation to deciding to work more strategically with the promotion of gender awareness and gender equality?

23) How could EMHRN contribute to either strengthening your efforts or to assist you in starting the strategic work with gender awareness and the promotion of gender equality?

24) What would your main recommendations be to the EMHRN in order to assist the organisations in their strategic work with gender awareness and the promotion of gender equality?