

Jugantar Samaj Unnayan Sangstha (JSUS)

Gender Policy



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Section I: Background and Rationale

1. Introduction:

Jugantar Samaj Unnayan Sangstha (JSUS) acknowledges the persistent gender inequalities that affect both organizational practices and broader societal norms. This Gender Policy reflects JSUS's deep commitment to social justice, equity, and human rights. The organization strives to foster a gender-transformative environment across all aspects of its work, addressing systemic barriers, promoting inclusive participation, and recognizing intersectionality as central to its mission.

JSUS recognizes that deeply rooted gender-based discrimination and unequal power relations continue to affect the lives, opportunities, and well-being of women, girls, and gender-diverse individuals across communities, including within its own organizational culture. In response, this Gender Policy has been developed to guide JSUS's internal operations, programmatic interventions, and institutional culture. It marks a critical shift from implicit gender neutrality toward an explicit, gender-responsive, and transformative approach.

JSUS is committed to promoting gender equality as a core organizational value, integrating it into recruitment, programming, decision-making, and leadership development. The organization endeavors to close gender gaps and enhance inclusion through participatory mechanisms, regular reviews, and targeted strategies that empower all genders – particularly marginalized women – in political, economic, and social spheres.

This policy affirms JSUS's commitment to uphold national principles of dignity, equality, and non-discrimination while aligning itself with global human rights frameworks. Through this policy, JSUS aspires to build a gender-just institutional environment that ensures equal opportunity, voice, respect, and representation for women, men, non-binary, and gender-diverse individuals, irrespective of caste, ethnicity, disability, or socioeconomic status.

2. National and International Frameworks Alignment:

This Gender Policy is grounded in national constitutional mandates and international frameworks that uphold gender equality, dignity, and human rights. The Constitution of Bangladesh, especially Articles 27, 28(2), and 28(4), guarantees equality before the law and prohibits discrimination based on sex, thereby offering a legal foundation for gender justice. In alignment with the National Women Development Policy (2011), JSUS reiterates its commitment to institutional reforms and inclusive development that ensure the full participation and leadership of women. Internationally, JSUS upholds the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), ratified by the Government of Bangladesh in 1984, and commits to advancing substantive equality and eliminating all forms of gender-based discrimination. The policy further aligns with Sustainable Development Goal 5 (SDG 5), which emphasizes achieving gender equality and empowering all women and girls as central to sustainable development. JSUS also reaffirms its commitment to the Universal Declaration of Human Rights (UDHR), promoting the inherent dignity and equal rights of every individual. In the context of humanitarian and development work, JSUS integrates global best practices through the Core Humanitarian Standard (CHS), Sphere Standards, and the Inter-Agency Standing Committee (IASC) Guidelines on Gender-Based Violence in Humanitarian Action. These standards ensure that gender sensitivity, protection from gender-based violence, and equitable participation are embedded in the organization's program design, delivery, and accountability systems.

3. Rationale for Gender Policy:

This Gender Policy institutionalizes mechanisms for promoting gender equality, combating discrimination, and embedding gender perspectives across JSUS's programming and operations. It reflects the organization's commitment to fulfilling both national constitutional provisions and international obligations related to gender justice. The policy emphasizes the inclusion of women, gender-diverse individuals, persons with disabilities, and ethnic minorities, and addresses the unique challenges and vulnerabilities they experience. It provides a consistent and equitable framework for mainstreaming gender across JSUS's work, fostering an environment of respect, empowerment, and non-discrimination for all.

Section II: Policy Foundations

1. Principles and Commitments

JSUS anchors its Gender Policy in the fundamental principles of **equality, equity, intersectionality, inclusion, and empowerment**. The organization affirms that every individual—regardless of gender identity or expression—has the right to equal opportunities, participation, and protection within a safe and respectful environment. JSUS is committed to integrating gender considerations at all levels of its work, including programming, operations, and organizational culture.

To ensure strong leadership commitment, JSUS establishes clear governance structures to oversee the implementation of gender principles. Senior leadership plays a central role in championing gender equality and ensuring accountability across all departments and functions. A dedicated **Gender Committee** and designated **Gender Focal Points** will be responsible for guiding, monitoring, and supporting the integration of gender perspectives across programs and operations. These bodies will regularly report to senior management and the Executive Board, reinforcing accountability and institutional commitment at the highest levels.

A cornerstone of this policy is JSUS's **Zero Tolerance Policy** toward any form of discrimination, harassment, or abuse based on gender, sexual orientation, gender identity, or any intersecting identity. The organization pledges to cultivate a safe, inclusive, and empowering environment for all staff, volunteers, and community members, with clear mechanisms for redress and accountability.

The guiding principles underpinning this policy include:

- **Equity and Equality**
- **Intersectionality**
- **Inclusion and Participation**
- **Empowerment**
- **Transparent Management and Accountable Governance**
- **A Safe and Respectful Working Environment (including Do No Harm principles)**

2. Definitions and Concepts

To promote clarity, shared understanding, and consistency in implementation, JSUS defines key terms and concepts as follows:

- **Gender:** The socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for individuals based on their perceived sex.
- **Gender Equality vs. Gender Equity:**
 - *Gender Equality* refers to a state in which individuals of all genders have equal rights, responsibilities, and opportunities.
 - *Gender Equity* acknowledges that individuals have different needs and power relations; therefore, targeted actions may be required to achieve fairness and justice.
- **Gender Mainstreaming:** The systematic integration of gender perspectives into all policies, strategies, and activities to ensure that gender considerations are central to decision-making. This includes establishing a gender-responsive work environment that promotes safety, fairness, and dignity for all genders, and encourages staff and stakeholders to challenge gender-based biases and inequalities in everyday practice.
- **Sexual Orientation and Gender Identity (SOGI):**
 - *Sexual orientation* refers to an individual's emotional, romantic, or physical attraction to others.
 - *Gender identity* is a person's internal sense of their gender, which may or may not align with the sex assigned at birth.
- **Sexual Harassment and Gender-Based Violence (GBV):**
 - *Sexual harassment* includes any unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature.
 - *Gender-Based Violence* refers to harmful acts perpetrated against individuals based on their gender, including physical, sexual, psychological, and economic abuse in both public and private settings.
- **Intersectionality:** A framework that recognizes how aspects of a person's identity—such as gender, race, ethnicity, class, disability, or sexuality—interact to create unique modes of discrimination and privilege.
- **Feminism:** An ideology and movement aimed at establishing and achieving political, economic, personal, and social equality of all genders. It particularly focuses on dismantling patriarchal structures that perpetuate gender inequality.
- **Women's Empowerment:** The process through which women gain the ability and agency to make strategic life choices, access and control resources, and influence the social, economic, and political systems that affect their lives, ensuring full and meaningful participation in all spheres of life.

Section III: Policy Provisions

1. Goal

The goal of the JSUS **Gender Policy** is to establish an organizational culture and operational framework that ensures **gender justice, equality, and inclusivity**. The policy seeks to dismantle systemic barriers and discriminatory practices while actively promoting **empowerment and equitable opportunities for all genders**, with particular attention to the rights and needs of **women, gender-diverse, and non-binary individuals**.

2. Objectives of the Gender Policy

The Gender Policy is designed to achieve the following specific objectives:

- To **mainstream gender considerations** across all JSUS programs, projects, and operational levels, ensuring that gender responsiveness is integrated into every activity and decision.
- To **institutionalize policies and procedures** that promote equal opportunity and fair treatment for all genders in recruitment, promotion, professional development, and workplace practices.
- To **protect the rights** of all employees, volunteers, and community members from gender-based discrimination, harassment, and violence by establishing and enforcing robust prevention and redress mechanisms.
- To **enhance the active and meaningful participation** of women and gender minorities in leadership and decision-making processes at all levels of the organization.
- To **build the capacity** of staff, partners, and stakeholders on gender equality, equity, and inclusion through ongoing training, advocacy, and awareness-raising initiatives.
- To **implement gender-sensitive monitoring, evaluation, and learning (MEL) systems** that reinforce accountability, track progress, and inform continuous improvement.

3. Scope of Application

This Gender Policy applies **comprehensively across all JSUS operations and engagements**. It covers all organizational units, departments, field offices, and staff—whether national or international—as well as consultants, volunteers, interns, and affiliated partners.

The policy is applicable to all JSUS-led **projects, programs, and collaborative initiatives** with external stakeholders and communities. It mandates that **gender equality principles be fully integrated** into strategic planning, policy development, human resource practices, capacity building, service delivery, advocacy, and community engagement.

Compliance with this policy is a collective responsibility of all members of the JSUS community—from senior leadership and management to frontline workers and support staff, including partner organizations. Each individual is accountable for upholding and advancing gender equality and inclusion in their respective roles and actions.

Section IV: Gender Equality in Organizational Structures

1. Recruitment and Selection

JSUS is committed to ensuring that its recruitment and selection processes are free from gender bias and discrimination. The organization will implement **transparent, fair, and merit-based** recruitment practices that encourage applications from **women, gender-diverse, and non-binary individuals**. JSUS will develop **gender-sensitive job descriptions** and ensure that **interview panels are diverse and trained** in gender-inclusive practices. Proactive outreach and **affirmative action** will be undertaken to engage underrepresented groups, especially in **leadership, field-based, and technical roles**.

2. Representation and Participation of Women

JSUS recognizes the critical importance of women's meaningful participation in decision-making processes at all levels. The organization is dedicated to achieving **balanced**

gender representation across its workforce, management, and governance structures. **Regular audits and reviews** will be conducted to monitor gender representation, and **corrective measures** will be taken where disparities are identified. JSUS will foster enabling environments through **leadership development, mentorship, and flexible work arrangements** to strengthen women's participation and advancement.

3. Gender-Sensitive Policy Formulation

JSUS will ensure that all internal policies, strategies, and procedures are developed and reviewed through a **gender lens**, ensuring they are **inclusive, equitable, and non-discriminatory**. A formal **gender audit mechanism** will be established to evaluate the gender sensitivity of organizational practices. Staff participation will be integral to this process to build ownership and accountability. Special attention will be given to policies on **workplace safety, sexual harassment, parental leave, flexible work, and work-life balance**, ensuring these policies meet the diverse needs of all employees.

4. Equal Remuneration and Benefits

JSUS upholds the principle of **equal pay for work of equal value**. The organization is committed to maintaining a **transparent compensation structure** and conducting **regular pay equity audits** to identify and rectify gender-based disparities. All staff—regardless of gender identity—will have equal access to **benefits such as health coverage, parental leave, and professional development opportunities**. JSUS will also raise staff awareness of their rights related to **fair compensation and inclusive benefits**.

JSUS acknowledges the importance of fostering an inclusive workforce that embraces the **diversity of disability status, religious belief, and cultural identity**. To this end, the organization will:

- Ensure all recruitment materials and job descriptions are **inclusive and accessible** to persons with disabilities.
- Provide **reasonable accommodations** during hiring and throughout employment for staff with disabilities.
- Integrate **training on disability inclusion and respect for religious and cultural diversity** into staff onboarding and development.
- Ensure that **HR policies explicitly prohibit discrimination** based on disability, religion, or cultural background.
- Consider **festival leave and prayer accommodations** in line with staff needs.
- Include mechanisms in staff and community **feedback systems** to monitor inclusion and belonging among diverse groups.

5. Affirmative Action and Gender Equality Targets

In recognition of existing gender imbalances, JSUS will implement **affirmative action measures** to accelerate progress toward gender equality within its structures. The organization will set **specific, measurable, and time-bound gender equality targets**, which will be **monitored and publicly reported**. These targets will include benchmarks for **women's representation in leadership, technical, and field-based roles**. JSUS will allocate resources and build accountability systems to support the achievement of these targets, reinforcing its commitment to **gender justice and inclusive growth**.

Minimum Requirements Checklist

To uphold the commitments outlined in this section, JSUS will establish the following institutional requirements:

Gender Focal Points and Governance

- Appoint a **designated Gender Focal Point** to participate in key processes including recruitment, policy review, and program planning.
- Establish a **Gender Committee** or equivalent governance body to oversee gender mainstreaming and organizational accountability.

Training and Capacity Building

- Ensure **all staff receive gender training** to build awareness, foster inclusive attitudes, and support gender-responsive behavior.
- Ensure that **hiring managers, panel members, and supervisors** complete training on gender-inclusive recruitment and management.

Policy and Audits

- Conduct **annual gender audits** to assess the implementation and impact of gender-related policies and practices.
- Maintain **clear, confidential, and accessible grievance mechanisms** for gender-based harassment, discrimination, and violations.

Representation and Targets

- Set **minimum gender representation benchmarks** for leadership, technical, management, and field-level positions.

Work Environment and Facilities

- Ensure the availability of **safe and separate toilet facilities** in all JSUS offices, especially field locations.
- Promote and maintain a **gender-responsive work environment** that supports safety, flexibility, inclusion, and mutual respect for all staff.

Section V: Capacity Building for Gender Equality

1. Staff Training and Development

JSUS shall institutionalize **continuous capacity building** through **mandatory gender training** for all staff, including new recruits, management, and field personnel. **Annual refresher sessions** will be conducted to ensure that all staff stay informed of evolving gender concepts, legal frameworks, and best practices. Additionally, **specialized workshops** will be organized for leadership, HR personnel, and program managers focusing on **gender-responsive management, inclusive supervision, and conflict resolution**.

To enhance hands-on learning and sustainability, JSUS will implement a **mentorship model** that fosters **peer-to-peer support**, especially in low-resource or remote settings. **Experienced staff members, including Gender Focal Points**, will mentor junior or field-based staff, offering practical guidance on integrating gender principles into daily tasks, overcoming contextual challenges, and promoting gender-sensitive practices across operations.

2. Gender-Sensitive Research, Advocacy, and Networking

JSUS is committed to embedding **gender perspectives** in all research, evaluation, and advocacy initiatives. All program assessments, baseline surveys, and impact evaluations will include **gender-disaggregated data and analysis**, ensuring visibility of the experiences and needs of all genders.

JSUS will actively engage in **local, national, and international advocacy networks** to share knowledge, learn from emerging practices, and contribute to broader **gender justice movements**. Strategic **partnerships will be built and strengthened** with women's rights organizations, gender equality advocates, and sectoral stakeholders to amplify **collaborative advocacy** and promote inclusive policy dialogues.

3. Gender-Sensitive Budgeting and Reporting

JSUS will adopt and institutionalize **gender-responsive budgeting (GRB)** to ensure that financial planning, allocation, and expenditure reflect its commitment to gender equality. Key actions will include:

- Requiring all **budget proposals** to undergo a **gender impact assessment** to evaluate how planned expenditures affect individuals of different genders.
- Training program and finance managers in **GRB principles** to build organizational accountability and capacity.
- Producing and sharing **quarterly gender-disaggregated financial reports** with internal and external stakeholders to maintain transparency.
- Implementing an **internal audit mechanism** to monitor adherence to gender budgeting standards and recommend **corrective actions** where gaps or discrepancies are identified.

Through these integrated efforts in training, research, advocacy, and budgeting, JSUS reaffirms its commitment to building a **gender-responsive organization** equipped with the knowledge, tools, and systems needed to promote **inclusive development and social transformation**.

Section VI: Gender-Responsive HR Practices

1. Leave Policies

JSUS is committed to ensuring that its leave policies are responsive to the diverse and evolving needs of its workforce. The following measures will be implemented to promote equity, inclusion, and care:

- **Maternity Leave:** JSUS will provide a minimum of **6 months of fully paid maternity leave** to female staff, in accordance with national labor laws and international best

practices. Additional unpaid leave may be granted upon request under special circumstances.

- **Paternity Leave:** JSUS will offer a minimum of **15 days of paid paternity leave** to male staff and extend this benefit to partners of gender-diverse or non-binary employees, supporting **shared caregiving responsibilities** across all family structures.
- **Menstrual Leave or Desk Work:** Recognizing the impact of menstruation on the wellbeing of some employees, JSUS will provide **up to 2 days of paid menstrual leave or approve desk-based work per month**, available on request and without the requirement of medical documentation.
- **Family Needs Leave:** JSUS will support **flexible leave arrangements**—paid or unpaid depending on the situation—for caregiving responsibilities, child illness, or other urgent family matters. These policies will be applied with **compassion and sensitivity** to staff needs.

2. Posting, Transfer, Promotion, Demotion, and Resignation

JSUS is committed to ensuring that all decisions related to staff movement and career progression are conducted **transparently and without gender bias**. The organization will:

- Apply **objective and transparent criteria** to all processes related to posting, transfer, promotion, demotion, and resignation.
- Consider the **safety, family obligations, and personal wellbeing** of women, gender-diverse, and non-binary staff, particularly when assigning staff to remote, insecure, or high-risk locations.
- Ensure that promotion processes **encourage the advancement of women and underrepresented genders**, supported by targeted **mentorship and leadership development opportunities**.
- Offer **flexibility in roles or responsibilities** to accommodate the temporary needs of staff—especially caregivers—without career penalties, recognizing the challenges of balancing work and personal responsibilities.

3. Measures to Address Specific Needs of Female Staff

JSUS acknowledges that female staff may face **unique challenges** and is committed to providing targeted support to ensure their safety, dignity, and full participation in the workplace. The organization will:

- Provide **safe, private, and hygienic spaces** for breastfeeding and personal care at all office and project locations.
- Establish **confidential reporting channels**, referral pathways, and access to counseling services for staff affected by **gender-based violence**, including domestic violence or workplace harassment.
- Offer **personal security measures and transportation support** for staff working late hours or deployed in areas where safety may be a concern.
- Encourage and support the formation of **women's networks, forums, or peer groups** within JSUS to foster **solidarity, mentorship, and advocacy** among female staff members.

Section VII: Creating a Gender-Sensitive Workplace Environment

1. Gender-Sensitive Organizational Values

JSUS is committed to embedding **gender sensitivity as a core organizational value**. This commitment includes fostering a culture of **respect, inclusion, equity**, and shared responsibility that actively **challenges gender stereotypes and discriminatory norms**. All staff—regardless of role or level—are expected to uphold and model these values in their daily actions, decision-making, and interactions with colleagues, partners, and communities.

2. Code of Conduct and Gender-Sensitive Behavior

JSUS will maintain a **comprehensive Code of Conduct** that clearly outlines expected standards for **gender-sensitive behavior** in the workplace. All employees will receive training on the Code upon joining the organization and through **regular refresher sessions**.

The Code will explicitly prohibit **sexual harassment, discrimination, bullying, and microaggressions**, and will include clear, accessible procedures for reporting and redress. A **confidential grievance mechanism** and designated **Gender Focal Point** will be established to support affected staff and ensure **timely, fair, and victim-centered resolution** of issues. Disciplinary action will be enforced where violations occur to ensure a **safe and respectful working environment**.

3. Inclusive Language Guidance

JSUS will promote **inclusive and gender-sensitive communication** across all platforms. Specifically, the organization will:

- Use **inclusive terms** such as *staff, participants, community members, or individuals of all genders* rather than defaulting to binary references like “men and women.”
- Encourage the use of **correct names and pronouns** in all workplace interactions and official documents.
- Ensure that **program materials, forms, and communications** consistently reflect **gender-inclusive language and visuals**, upholding representation and dignity for all.

4. Infrastructure and Facilities for Gender Sensitivity

- **Childcare Facilities:** JSUS recognizes the importance of **work-life balance** and will establish **accessible and affordable childcare services** at major work sites. Where onsite childcare is not feasible, JSUS will explore **partnerships with local childcare providers** and offer **childcare subsidies** where possible.
- **Separate Toilets:** The organization will provide **clean, safe, and private toilet facilities** for all genders—including **women, men, and gender-diverse staff**—across all workplaces. These facilities will be **well-maintained** and designed to uphold **dignity, privacy, and safety**.
- **Menstrual Hygiene Facilities:** JSUS will ensure that **menstrual hygiene products and disposal facilities** are available in all office locations to support the **health and comfort of menstruating staff**.
- **Women’s Forum for Organizational Feedback:** To strengthen **women’s voices** within the organization, JSUS will establish a **Women’s Forum** as a structured platform where female staff can share **feedback, concerns, and suggestions** directly with management. The forum will meet regularly and contribute meaningfully to the development of **gender-responsive policies and practices**.

Section VIII: Prevention of Sexual Harassment and Grievance Mechanism

1. Definition and Scope of Sexual Harassment

JSUS defines sexual harassment as **any unwelcome sexual advance, request for sexual favors, or other verbal, non-verbal, or physical conduct of a sexual nature** that creates an intimidating, hostile, or offensive work or program environment. This includes, but is not limited to:

- Unwanted touching or proximity
- Inappropriate comments or sexual jokes
- Sharing or displaying sexually explicit materials
- Conditioning employment, promotion, or access to services on sexual favors

This policy applies to **all JSUS staff, consultants, interns, volunteers, community workers, and partners** in both formal and informal work settings, including field locations and virtual workspaces.

2. Grievance Redress Committee (GRC) or Alternative Mechanism

JSUS will establish a dedicated **Grievance Redress Committee (GRC)**, with **at least 50% female representation**, including trained personnel and at least one **Gender Focal Point**. The GRC will be responsible for receiving, investigating, and resolving complaints of sexual harassment and gender-based misconduct with sensitivity and confidentiality.

In settings where a full GRC cannot be constituted (e.g., remote field offices), JSUS will activate an **alternative mechanism**, involving:

- A **designated Gender Focal Point** as the lead complaint handler
- **External support** from a neutral third party (e.g., legal advisor, safeguarding expert, or partner NGO) to ensure impartiality and strengthen the capacity for resolution

The GRC or designated focal point will:

- Receive and document complaints
- Conduct fair, impartial investigations
- Ensure timely resolution and follow-up
- Protect complainants from retaliation

JSUS will develop and disseminate **standard operating procedures (SOPs)** and training materials for grievance handling, especially for use in low-resource or decentralized contexts. All GRC members and focal points will receive **regular capacity-building** on gender justice, trauma-informed care, and complaint resolution.

3. Zero Tolerance Policy

JSUS enforces a **strict zero tolerance policy** toward:

- Sexual harassment

- Sexual exploitation and abuse (SEA)
- Gender-based violence (GBV)
- Discrimination or abuse based on gender, gender identity, or sexual orientation

Any violation—regardless of the perpetrator’s role or status—will result in disciplinary action, including warnings, suspension, termination, or referral to legal authorities, as appropriate.

4. Complaint Handling Procedures

To ensure a fair, transparent, and survivor-centered process, JSUS will implement the following complaint-handling procedures:

- **Multiple Reporting Channels:** Complaints may be submitted **verbally, in writing, via phone, email**, or through **anonymous mechanisms** (e.g., suggestion boxes or designated hotlines).
- **Confidentiality:** All reports will be treated with the **utmost confidentiality**, and all parties involved will be protected against retaliation.
- **Prompt Acknowledgment and Action:** Complaints will be acknowledged within **3 working days**, and investigations will commence within **7 working days**.
- **Investigation and Resolution:** A thorough investigation will be conducted, and findings will be reviewed by senior management within **30 days**. Outcomes will be shared with both the complainant and the respondent, with an **option to appeal**.
- **Monitoring and Reporting:** JSUS will compile **periodic reports** (anonymized) on harassment cases, trends, and resolution outcomes. These will be reviewed by senior leadership for accountability and learning.

5. Linkages with Safeguarding Policy

JSUS recognizes that **gender equality and safeguarding are deeply interconnected**. Gender-based risks—including harassment, abuse, and discrimination—must be proactively addressed throughout the organization’s programs and operations. This Gender Policy is closely aligned with the **JSUS Safeguarding Policy**, which outlines institutional commitments to protect staff, partners, and communities from harm.

Key linkages include:

Gender-Related Risk Assessment

- All JSUS programs, partnerships, and activities will undergo **gender-sensitive risk assessments**, identifying vulnerabilities affecting **women, girls, and gender-diverse individuals**.
- Risks such as **power imbalances, exclusion, coercion, and GBV** will be identified and addressed through targeted mitigation strategies.

Safeguarding Mechanisms

- The **Safeguarding Unit** will coordinate with the **Gender Focal Person** to embed gender considerations into all safeguarding components:

- Accessible reporting channels
- Survivor-centered responses
- Community engagement and awareness activities
- Complaints related to gender-based risks will be handled with **confidentiality, cultural sensitivity, and adherence to the “do no harm” principle.**

Monitoring and Accountability

- The **Safeguarding Unit and Gender Implementation Committee** will conduct **joint quarterly reviews** of all gender-related safeguarding data, complaints, and mitigation actions.
- Findings and lessons learned will be captured in **annual safeguarding and gender reports**, submitted to senior management for action and policy improvement.

The **full Safeguarding Policy** will serve as a **companion document** to this Gender Policy and be made available to all JSUS staff, partners, and stakeholders.

Section IX: Gender Mainstreaming

1. Program/Project Planning

JSUS is committed to ensuring that all programs and projects **integrate gender considerations from the outset**. During the planning phase, a **gender analysis** will be conducted to identify the different needs, roles, and impacts of programs on women, men, and gender-diverse individuals. All project proposals and designs will include **explicit gender equality objectives** and outline strategies to **promote gender equity** across implementation.

Participatory methods will be used to ensure women, girls, and marginalized groups are meaningfully engaged in identifying priorities and shaping interventions. **Gender-responsive budgeting** will be applied to ensure adequate resources are allocated for gender-related activities.

To enhance design quality and strengthen accountability, JSUS will apply a **Gender Marker tool** (such as the IASC Gender Marker or a simplified traffic light system) during the planning phase to assess and improve gender integration before project approval.

2. Implementation

Gender equality principles will be embedded throughout the implementation of all JSUS projects. Program teams will receive training on applying **gender-sensitive approaches** to ensure **equitable access to project benefits**, reduce gender-related barriers, and prevent unintended harm.

Special measures will be taken to **promote the participation and leadership of women and gender-diverse individuals**, with attention to cultural sensitivities, mobility limitations, and caregiving responsibilities.

The **Gender Marker** tool will continue to be used during implementation to guide self-assessment and facilitate mid-course corrections to strengthen gender responsiveness.

3. Monitoring and Evaluation (M&E)

JSUS will design its M&E frameworks to track gender-specific outcomes and impacts. This will include:

- **Sex- and Age-Disaggregated Data Collection:** All data collection tools will capture sex, age, and other social markers to enable gender analysis.
- **Gender-Sensitive Indicators:** Indicators will measure women's participation, shifts in gender norms, equitable access to services, and the status of gender-diverse individuals.
- **Periodic Gender Audits:** Regular audits will assess the effectiveness of gender integration across programs. Findings will inform adaptive programming and strategic planning.
- **Formal Adoption of a Gender Marker:** A classification system (such as IASC Gender Marker or red-yellow-green tool) will be used to assess projects at all phases (planning, implementation, and evaluation), serving as an accountability mechanism.

Key Performance Indicators (KPIs) to be tracked:

- % of women and gender-diverse individuals in leadership and decision-making roles
- Number of gender training courses conducted annually
- % of program budgets allocated to gender-responsive activities
- % of staff trained on gender equality principles
- Number and resolution rate of reported gender-based harassment cases
- % improvement in community attitudes toward gender equality (measured through surveys)

M&E Roles and Responsibilities:

- **Gender Focal Point:** Oversees gender-disaggregated data collection and indicator integration
- **M&E Officer:** Ensures gender indicators are systematically tracked and reported
- **Gender Implementation Committee:** Reviews quarterly gender data and audit results to guide course corrections

4. Strong and Participatory Community Engagement Framework

JSUS will implement inclusive and participatory community engagement mechanisms to amplify community voices and drive grassroots gender transformation, including:

- Establishing **Community Gender Forums, Women's Circles, and Youth Gender Clubs**
- Organizing **Quarterly Community Gender Assemblies** for local advocacy and dialogue

- Launching **Behavior Change Communication (BCC) Campaigns** on early marriage, GBV, and unpaid care work
- Hosting an **Annual Gender Justice Month** with events, storytelling, street theatre, and radio programming
- Running **Digital Advocacy Campaigns** using hashtags like #EqualVoice and #HerRights
- Partnering with **local women's rights organizations, DPOs, gender-diverse groups, and local government** for inclusive, multi-stakeholder action

5. Networking and Advocacy

JSUS recognizes that advancing gender equality requires collective advocacy beyond the organizational level. JSUS will:

- Engage the **Governing Body and Senior Management Committee** in setting and approving advocacy priorities aligned with the Gender Policy
- Empower the **Gender Focal Person** to coordinate JSUS's active participation in **local, national, and international gender networks, alliances, and coalitions**
- Involve the **Safeguarding Unit** in advocacy around gender-based violence, sexual exploitation, and harassment

6. Partnerships with External Agencies

JSUS is committed to forming strategic and accountable partnerships with **NGOs, INGOs, academic institutions, government bodies, and the private sector** to strengthen gender-responsive programming.

- The **Gender Focal Person** will ensure gender considerations are embedded in all joint initiatives
- The **Senior Management Committee** will review partnership agreements for alignment with gender equity principles
- The **Safeguarding Unit** will review all partnership protocols to ensure that **protection standards and gender sensitivity** are upheld across collaborative activities

7. Community Engagement for Gender Equality

JSUS understands that sustainable gender equality must be **community-led and locally rooted**. To this end:

- The **Gender Focal Person** will lead the design of gender initiatives targeting community needs
- The **Safeguarding Unit** will ensure engagement activities minimize risks and are aligned with safeguarding principles
- The **Senior Management Committee** will review major community strategies to ensure alignment with JSUS's gender commitments

JSUS will **mobilize community leaders, grassroots groups, women’s associations, youth collectives, and traditional leaders** to champion change and foster an enabling environment for equality and empowerment.

8. Gender Integration in Climate Resilience, Disaster Preparedness, and Environmental Projects

JSUS commits to integrating gender equality in all climate resilience and environmental sustainability efforts. The organization will ensure that:

- **Gender Analysis** is conducted in all climate and environmental projects to understand different risks, roles, and capacities
- **Inclusive Participation** mechanisms are in place to engage women, girls, and gender-diverse people in climate-related leadership and decision-making
- **Equitable Access** to early warning systems, recovery programs, and climate adaptation services is guaranteed for all genders
- **Gender-Sensitive Safeguards** are employed to avoid reinforcing discriminatory norms or increasing unpaid labor burdens
- **Community Capacity** is built through training and awareness programs that empower marginalized genders to act as **agents of climate resilience**
- M&E frameworks will include **gender-sensitive indicators** and collect **sex-, age-, and disability-disaggregated data** to ensure accountability and impact tracking

Section X: Gender Policy Implementation and Accountability

1. Implementation Process

JSUS will operationalize the Gender Policy through a phased, organization-wide implementation plan, ensuring that all departments, projects, and staff roles align with its principles.

- **Responsible Leadership:** The Executive Director holds overall accountability for policy implementation at the organizational level, ensuring gender commitments are resourced and prioritized.
- **Gender Focal Point:** A designated Gender Focal Point will coordinate day-to-day implementation, provide technical guidance, and support departments in mainstreaming gender into their work.
- **Gender Implementation Committee:** A Gender Implementation Committee (GIC), comprising representatives from various departments and levels, will oversee the implementation process, monitor progress, troubleshoot challenges, and report to senior leadership.
Depending on need and feasibility, JSUS will establish a Gender Working Group — a cross-functional team including program, HR, operations, and field staff — to promote cross-learning, peer support, and joint problem-solving on gender integration.

The implementation will begin with:

- Organization-wide orientation and sensitization sessions for all staff;
- Departmental gender action planning with clear objectives, timelines, and responsibilities;
- Integration of gender targets into individual staff performance indicators.

2. Resource Allocation

JSUS commits to allocating sufficient financial and human resources to ensure effective gender mainstreaming. This includes:

- Dedicated budget lines for gender activities in every program and project;
- Hiring or contracting gender experts as required;
- Developing gender-responsive materials and tools;
- Investing in gender-sensitive infrastructure (e.g., separate toilet facilities, safe spaces).

Resource mobilization efforts will also seek external funding to support gender equality initiatives.

3. Monitoring and Performance Assessment

A robust Monitoring and Evaluation (M&E) framework will track the implementation and outcomes of the Gender Policy. Key components include:

- Collection and analysis of sex- and age-disaggregated data;
- Use of gender-sensitive indicators across projects;
- Conducting annual gender audits;
- Inclusion of gender-specific objectives in staff performance appraisals;
- Quarterly check-ins or spot checks using the traffic-light checklist (see Section IX) to assess progress internally.

The Gender Focal Point and M&E Officer will compile quarterly progress updates for review by the Gender Implementation Committee, which will recommend corrective actions as needed.

4. Policy Review and Update Procedures

The Gender Policy will undergo a formal review every three years, or sooner if significant contextual or organizational changes occur. The review process will include:

- Consultations with staff across all levels;
- Community input, particularly from women and marginalized groups;
- Review by external gender experts when appropriate;
- Integration of findings from gender audits, program evaluations, and the Women's Forum.

Revised policies will be approved by senior management, endorsed by the Executive Director, and disseminated throughout the organization to ensure understanding and compliance.

5. Managing Gender Backlash and Risks

JSUS acknowledges that advancing gender equality can provoke resistance or backlash, posing risks to staff, partners, and community members. To address this, JSUS will:

- **Identify Risks Early:** Prior to project initiation, potential backlash points (e.g., resistance from local leaders or families) will be identified and documented.
- **Plan for Prevention:** JSUS will develop clear plans to mitigate risks, such as early engagement with local leaders, careful communication strategies, and ensuring staff safety awareness.
- **Watch for Warning Signs:** Staff and community members will be encouraged to report signs of tension or emerging issues through regular check-ins and accessible reporting channels.
- **Train Staff:** Training will be provided to staff and focal points on recognizing backlash, managing difficult situations calmly, and when to escalate concerns.
- **Act Quickly When Needed:** In the event of backlash or harm, JSUS will implement a rapid response plan, which may include adjusting activities, engaging community mediators, or providing support and protection for affected individuals.

6. Feedback and Participation Mechanisms

JSUS will establish clear, practical feedback and participation mechanisms to ensure that staff, partners, and community members' voices inform Gender Policy implementation. This will include:

- Confidential surveys, suggestion boxes, and structured feedback forms accessible to all organizational levels;
- Designated safe spaces for open discussion of gender-related experiences and concerns;
- Annual gender consultations with field offices and grassroots groups to incorporate their insights into decision-making and policy revisions;
- Systematic review of all feedback received, with transparent follow-up actions.

7. Knowledge Management and Learning

JSUS will foster continuous learning and knowledge sharing on gender equality through:

- Regular learning sessions and workshops;
- Publication and dissemination of case studies and evaluations showcasing successful gender-responsive practices;
- Encouraging staff to share best practices and lessons learned via internal platforms accessible across the organization, supporting improved future gender initiatives.

8. Compliance and Incentives

JSUS will implement a compliance checklist to monitor progress against gender-related objectives. This checklist will be integrated into regular performance evaluations and organizational reports. Incentives, such as a "Gender Champion" award, recognition during staff reviews, or career development opportunities, will reward exceptional commitment to gender equality. Non-compliance or failure to meet gender targets may result in corrective actions, reinforcing gender equality as a sustained organizational priority.

Gender Policy Development Process 2025

Task	Duration	Responsibility
Documents Review	February 2025	By the staff and the consultant
Meeting with the staff concerned of JSUS with the consultant.	March 2025	By the staff and the consultant
Sending documents/concern areas to the consultant documented after the meeting between the staff concerned of JSUS	April 2025	By the staff who were involved in drafting the policy
Submitted the first draft by the consultant	May 2025	By the consultant
Sharing meeting with organization management	May 2025	Workshop participants
Finally submitted by the Consultant	June 2025	Workshop participants with coordination of Senior Management Team
Approval by the Executive Committee		Chief Executive
Gender Policy (Final Copy) submission to the donor		Chief Executive
Gender Policy in practice		JSUS Management

Annexes

Annex No	Contents
Annex 1	JSUS Gender Policy Roll-Out Plan
Annex 2	Key National and International References
Annex 3	Terminologies related to principles of the Gender Policy
Annex: 4	Gender Mainstreaming Plan
Annex 5	Gender Marker Tool
Annex 6	Gender Audit Tool
Annex 7	Safe Workplace Assessment Tool
Annex 8	Gender Budgeting Framework Tool

Gender Policy Roll-Out Plan

Objective:

To ensure organization-wide awareness, ownership, and implementation of the Gender Policy through structured communication and capacity-building measures.

1. Pre-Rollout Preparation (Month 1)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Finalize Gender Policy	Incorporate feedback, secure leadership approval	HR & Gender Team	Week 1	Approved Gender Policy
Develop communication materials	Prepare policy brief (Bengali Version) FAQs, posters, Flip Chart	Communications Unit	Week 2	Communication toolkit
Develop training content	Tailored for staff levels (field, mid, senior)	Gender Focal Team	Week 2–4	Training modules ready

2. Roll-Out Phase 1: Internal Communication (Month 2)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Email circular with policy brief	Share with all staff	HR	Week 1	Email dissemination
Leadership message/video	From ED/CEO reaffirming commitment	Executive Team	Week 1	Video/Email message in Bengali
Departmental meetings	Heads to discuss policy with teams	Department Heads	Week 2	Meeting reports
Distribute visual aids	Display materials (posters, infographics etc) field offices, project centers, and CBLFs	Admin/Comms	Week 3	Materials displayed

3. Roll-Out Phase 2: Capacity Building (Month 3–4)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Orientation sessions	All staff – online or in-person	HR & Gender Team	Month 3	Attendance, feedback
Specialized training	For HR, Safeguarding, Management	Gender Experts	Month 3–4	Trained focal persons
Training of Trainers (ToT)	Build internal resource pool	Gender Focal Team	Month 4	Certified internal trainers

Inclusion in induction	For new staff	HR	Ongoing	Gender session in induction
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4. Roll-Out Phase 3: Embedding in Systems (Month 5–6)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Policy integration	HR Manual, Code of Conduct, Safeguarding	HR & Management	Month 5	Policy cross-referenced
Gender Focal Point system	Activate/reinforce focal point roles	Gender Team	Month 5	Active focal persons
Feedback mechanisms	Suggestion box, feedback sessions	MEL Unit	Month 6	Feedback log

5. Monitoring & Evaluation (Month 6 onwards)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Staff feedback survey	Assess awareness, attitude, gaps	MEL & Gender Team	Bi-annually	Survey reports
Gender audit/baseline	To inform future improvements	Gender Team	Annually	Audit report
Update & review	Policy updates as needed	HR & Leadership	Every 2–3 years	Revised policy

Key National and International References for Gender Policy (Including Humanitarian Response)

◆ International Frameworks and Standards

- 1) CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women): <https://www.un.org/womenwatch/daw/cedaw/>
- 2) Beijing Declaration and Platform for Action (1995): https://www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf
- 3) Sustainable Development Goals (SDG 5: Gender Equality): <https://sdgs.un.org/goals/goal5>
- 4) UN Security Council Resolution 1325 and Women, Peace and Security (WPS): <https://www.unwomen.org/en/news/in-focus/women-peace-security>
- 5) IASC Gender Handbook for Humanitarian Action (2017): <https://interagencystandingcommittee.org/gender-and-humanitarian-action/iasc-gender-handbook-humanitarian-action-2017>
- 6) IASC Guidelines on Integrating GBV in Humanitarian Action: <https://gbvguidelines.org/en/>
- 7) Sphere Handbook: Humanitarian Charter and Minimum Standards: <https://spherestandards.org/handbook/>
- 8) HAP (Humanitarian Accountability Partnership) Standards: <https://www.chsalliance.org/standards/humanitarian-accountability-partnership-hap-standard/>
- 9) Minimum Standards for Gender Equality in Emergencies: <https://insights.careinternational.org.uk/publications/minimum-standards-for-gender-in-emergencies>
- 10) Yogyakarta Principles on the Application of International Human Rights Law in relation to Sexual Orientation and Gender Identity: <https://yogyakartaprinciples.org/>
- 11) Gender Equality Policy Marker (OECD DAC): <https://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

◆ National Frameworks (Bangladesh)

- 1) Constitution of Bangladesh: <https://bdlaws.minlaw.gov.bd/act-details-367.html>
- 2) National Women Development Policy (NWDP), 2011: <http://www.mowca.gov.bd/site/page/f9ff06e4-d9d4-4f73-9f86-c2b6eab42f21>
- 3) Bangladesh Labour Act, 2006 (amended 2018): <https://bdlaws.minlaw.gov.bd/act-940.html>
- 4) Prevention of Sexual Harassment Guidelines (2009): <https://www.askbd.org/ask/2021/06/16/high-court-guidelines-against-sexual-harassment-2009/>
- 5) National Plan of Action on Violence Against Women: <http://www.mowca.gov.bd/>
- 6) 7th Five Year Plan of Bangladesh: <https://policy.asiapacificenergy.org/node/3133>
- 7) 8th Five Year Plan of Bangladesh: https://plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/files/95a0862b1d07_4779_942d_2e7842c23abe/2021-08-17-05-06-3f2f1f646db19660a8c848f2e10d70b7.pdf
- 8) National Strategy for Adolescent Health (2017–2030): <https://www.unicef.org/bangladesh/en/reports/national-strategy-adolescent-health-2017-2030>
- 9) Bangladesh National Strategy on Prevention and Response to Gender-Based Violence: <https://evaw-global-database.unwomen.org/en/countries/asia/bangladesh/2009/national-strategy-on-gbv>
- 10) National Action Plan on UNSCR 1325: <https://wps.unwomen.org/naps/bangladesh-2022/>

Annex 3

Terminologies related to principles of the Gender Policy

Gender refers to the socially constructed roles, behaviors, expressions and identities of girls, women, boys, men, and gender-diverse people. It influences how people perceive themselves and each other, how they act and interact, and the distribution of power and resources in society.¹

Gender Equality is the concept that women and men, girls and boys have equal conditions, treatment, and opportunities for realizing their full potential, human rights, and dignity, and for contributing to (and benefitting from) economic, social, cultural, and political development. Gender equality is, therefore, the equal valuing by society of the similarities and differences between men and women, and the roles they play. It is based on women and men being full partners in the home, community, and society. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities, and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs, and priorities of both women and men and girls and boys are taken into consideration, recognizing the diversity of different groups and that all human beings are free to develop their personal abilities and make choices without the limitations set by stereotypes and prejudices about gender roles. Gender equality is a matter of human rights and is considered a precondition for, and an indicator of, sustainable people-centered development.²

Gender equity is the process of being fair to women and men and **gender** diverse people, to ensure **fairness**, strategies and measures must often be available to compensate for women's and **gender** diverse people's historical and social disadvantages that prevent women and men and **gender** diverse people from otherwise operating on a level playing field.³

In order to create true equality of opportunity, **equity** is **needed** to ensure that everyone has the same chance of getting there. However, *ALRD will be cautious when dealing with equity; providing too little to those who need it and too much to those who do not can further exacerbate the inequalities.*

Diversity and Inclusion: Diversity means being composed of differing elements. In a workplace, diversity means that the workforce is made up of employees of different races, gender identities, career backgrounds, skills, and so on. Diversity is proven to make communities and workplaces more

¹ <https://cihr-irsc.gc.ca/e/48642.html>

² <https://www.unicef.org/rosa/media/1761/file/Genderglossarytermsandconcepts.pdf>

³ <https://www.unicef.org/rosa/media/1761/file/Genderglossarytermsandconcepts.pdf>

productive, tolerant, and welcoming. **Inclusion** is the practice of providing everyone with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalized groups — like those based on gender, race or disabilities — a means for them to feel equal in the workplace. Inclusive actions, like creating employee resource groups or hosting information sessions, make the workplace a safer, more respectful environment for all employees.⁴

Gender expression External appearance of one's gender identity is usually expressed through behavior, clothing, haircut, or voice, which may or may not conform to socially defined characteristics typically associated with either masculine or feminine behaviors⁵

Gender Identity One's innermost concept of self as male, female, a blend of both or neither — how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from the sex assigned at birth.⁶

Sexual Orientation An inherent or immutable enduring emotional, romantic, or sexual attraction to other people. **Sexual orientation** refers to a person's "emotion, affection and sexual attraction to...individuals of a different gender or the same gender or more than one gender." Everyone has a **Sexual Orientation and Gender Identity (SOGI)**. It's an inclusive term that applies to everyone.⁷

Heteronormativity is the concept that heterosexuality is the preferred or normal mode of sexual orientation. It assumes the gender binary (i.e., that there are only two distinct, opposite genders) and that sexual and marital relations are most fitting between people of opposite sex. A heteronormative view, therefore, involves alignment of biological sex, sexuality, gender identity and gender roles. Heteronormativity is often linked to heterosexism and homophobia.[1][2] The effects of societal heteronormativity on lesbian, gay and bisexual individuals can be examined as heterosexual or "straight" privilege.⁸

Gender Mainstreaming "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality."

Mainstreaming includes gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantageous position. Gender-specific interventions can target women

⁴ <https://builtin.com/diversity-inclusion>

⁵ <https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions>

⁶ <https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions>

⁷ <https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions>

⁸ <https://en.wikipedia.org/wiki/Heteronormativity>

exclusively, men and women together, or only men, to enable them to participate in and benefit equally from development efforts. These are necessary temporary measures designed to combat the direct and indirect consequences of past discrimination.⁹

Sexuality is a central aspect of being human throughout life and encompasses sex, gender identities, and roles, sexual orientation, eroticism, pleasure, intimacy, and reproduction. Sexuality is experienced and expressed in thoughts, fantasies, desires, beliefs, attitudes, values, behaviors, practices, roles and relationships. While sexuality can include all of these dimensions, not all of them are always experienced or expressed. Sexuality is influenced by the interaction of biological, psychological, social, economic, political, cultural, ethical, legal, historical and religious, and spiritual factors. (*WHO draft working definition 2002*)¹⁰

Gender and sexuality are one of several axes of power and discrimination – others being class, caste, ethnicity, race, location, ability, sexuality, etc.

Masculinity = social expectations of being a man: The term ‘masculinity’ refers to the roles, behaviors, and attributes that are considered appropriate for boys and men in a given society. Masculinity is constructed and defined socially, historically, and politically, rather than being biologically driven. We can think of masculinity as a shorthand for talking about the social expectations and practices of manhood; expectations and practices which are reinforced every day by individuals as well as by institutions, such as the law, the economy, religion, education, and the media. Women as well as men are involved in reinforcing these social expectations of masculinity (e.g. when a mother tells her son to act like a man and not to cry.)¹¹

Gender-based analysis (GBA) is a lens of analysis that examines and assesses existing differences between women’s and men’s socio-economic realities and life situations. It also analyzes the differential impacts of proposed and existing policies, programs, legislative options, and agreements on women and men. The use of GBA as an analytical tool is critical in designing legislation, policies, regulations, programs, or projects that reduce existing gender inequalities and that can promote gender equality. GBA is a management tool that can be examined by auditors and that can also be used as an audit tool.¹²

GBA Plus is an analytical process that provides a rigorous method for the assessment of systemic inequalities, as well as a means to assess how diverse groups of women, men, and gender-diverse people may experience policies, programs, and initiatives. The “plus” in GBA Plus acknowledges that GBA Plus is not just about differences between biological (sexes) and socio-cultural (genders). We all

⁹ <https://www.ilo.org/public/english/bureau/gender/newsite2002/about/defin.htm>

¹⁰ <https://www.coe.int/en/web/gender-matters/sexuality>

¹¹ https://www.ndi.org/sites/default/files/ACFrOgAZ9X_S2BI-K9iPv3XhiQ140Fw6QWeUNSQwJwuNXzShO1b_Wv9-Vbsw1KXOrkmdxRZ-nlwzPhL-WIQLh1agPgzn5s70jFg-wYOOclafAvyfqfNvFQQX_UYSZKGjzuPLyl2J_UFqRjaCxNs.pdf

¹² <https://www.caaf-fcar.ca/en/gender-equality-concepts-and-context/gender-based-analytical-and-planning-tools>

have multiple characteristics that intersect and contribute to who we are. GBA Plus considers many other identity factors such as race, ethnicity, religion, age, and mental or physical disability, and how the interaction between these factors influences the way we might experience government policies and initiatives.¹³

Intersectionality, the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, is regarded as creating overlapping and interdependent systems of discrimination or disadvantage.¹⁴

Sexual harassment is inappropriate, unwanted, and unwelcome conduct or behaviour of a sexual nature perceived as harassment by the receiver, which has an adverse effect on the dignity of women and men both inside and outside the workplace. Sexual harassment is defined as any direct or indirect form of the following behaviours: a. unwanted physical contact or conduct b. verbal abuse of a sexual nature c. demeaning, insulting, intimidating or sexually aggressive comments d. threats that refusal of sexual advances will have an adverse effect on employment conditions e. demeaning comments or psychological pressure for refusing sexual advances.¹⁵

Gender Diversity is an umbrella term that is used to describe gender identities that demonstrate a diversity of expression beyond the binary framework. It is about acknowledging and respecting that there are many ways to identify outside of the binary of male and female. It's not about attention seeking or receiving special treatment, it is about being one's authentic self. There is no need for people to know about every gender identity out there. What is more important is that people respect those who are gender diverse and the choices they make in their life. Inclusivity not only benefits gender-diverse people – it benefits everyone.¹⁶

Non-binary or genderqueer is an umbrella term for [gender identities](#) that are not solely male or female—identities that are outside the [gender binary](#). Non-binary identities fall under the [transgender](#) umbrella since non-binary people typically identify with a [gender](#) that is different from their assigned [sex](#), though some non-binary people do not consider themselves transgender.

Non-binary people may identify as an intermediate or separate [third gender](#), identify with more than one gender, have no gender (agender), or have a fluctuating gender identity (genderfluid). Gender identity is separate from [sexual](#) or [romantic orientation](#); non-binary people have various sexual orientations, just as [cisgender](#) people do. Being non-binary is also not the same as being [intersex](#); most intersex people identify as either male or female.¹⁷

Gender-Based Violence refers to any type of harm that is perpetrated against a person or group of people because of their factual or perceived sex, gender, sexual orientation, and/or gender identity. Gender-based violence is based on an imbalance of power and is carried out with the intention to humiliate and make a person or group of people feel inferior and/ or subordinate. This type of violence is deeply rooted in the social and cultural structures, norms, and values that govern

¹³ <https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html>

¹⁴ <https://www.ywboston.org/2017/03/what-is-intersectionality-and-what-does-it-have-to-do-with-me/>

¹⁵ https://www.icddrb.org/dmdocuments/icddrb_sex_harass_fs.pdf

¹⁶ <https://genderrights.org.au/information-hub/what-is-gender-diversity/>

¹⁷ https://en.wikipedia.org/wiki/Non-binary_gender

society, and is often perpetuated by a culture of denial and silence. Gender-based violence can happen in both the private and public spheres and it affects women disproportionately. **Gender-based violence can be sexual, physical, verbal, psychological (emotional), or socio-economic and it can take many forms.**¹⁸

Women's Empowerment is a process by which women gain power and control over their own lives and acquire the ability to make strategic choices.

Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.¹⁹

Feminism is an interdisciplinary approach to issues of equality and equity based on gender, gender expression, gender identity, sex, and sexuality as understood through social theories and political activism. Historically, feminism has evolved from the critical examination of inequality between the sexes to a more nuanced focus on the social and performative constructions of gender and sexuality. Feminist theory now aims to interrogate inequalities and inequities along the intersectional lines of ability, class, gender, race, sex, and sexuality, and feminists seek to effect change in areas where these intersectionality's create power inequity. Intellectual and academic discussion of these inequities allows our students to go into the world aware of injustices and to work toward changing unhealthy dynamics in any scenario.²⁰ **Feminism is about all genders having equal rights and opportunities.** It's about respecting diverse women's experiences, identities, knowledge, and strengths, and striving to empower all women to realize their full rights. It's about levelling the playing field between genders and ensuring that diverse women and girls have the same opportunities in life available to boys and men.²¹


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¹⁸ <https://www.coe.int/en/web/gender-matters/what-is-gender-based-violence>

¹⁹ <https://eige.europa.eu/thesaurus/terms/1102?lang=en>

²⁰ <https://wgs.eku.edu/what-feminism-0>

²¹ <https://iwda.org.au/learn/what-is-feminism/>

Gender Mainstreaming Plan

Aligned with Gender Policy – Updated May 2025

This Gender Mainstreaming Plan outlines strategic actions aligned with JSUS Gender Policy. Each action is categorized by strategic area, responsible unit, timeline, indicators, and term classification (short, mid, or long-term).

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
1. Strategic Level Commitments					
Organizational Leadership & Governance	Ensure senior management accountability for gender equality goals by explicitly integrating gender commitments into leadership responsibilities and strategic planning processes.	Executive Director, Gender Focal Point	Immediate	% of senior leaders with gender targets in appraisal	Short-Term
	Embed gender objectives into performance appraisals of senior management and department heads, linking gender outcomes to their annual evaluations, incentives, and leadership reviews.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Publicly communicate the organization's gender equality commitments , reinforcing leadership's visible endorsement and creating accountability to staff, partners, and communities.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Establish and empower a high-level Gender Steering Committee or Gender Focal Group , with clear terms of reference and representation across departments to guide and monitor gender mainstreaming efforts.	Program Unit	Ongoing	% of projects with gender analysis	Mid-Term
	Provide regular gender leadership training and briefings for executive leadership to deepen their understanding of intersectional gender issues and foster a culture of inclusion and accountability.	Program Team	Ongoing	% of community consultations with diverse participation	Mid-Term

	Use sex- and age-disaggregated data and intersectional approaches.	MEAL Team	All new proposals	% of proposals with disaggregated targets	Mid-Term
	Allocate dedicated budget and resources under leadership oversight to support implementation of gender-related strategies, training, and monitoring activities.	Finance, Executive Director	Annual planning cycle	Budget line item for gender initiatives	Mid-Term
	Publicly communicate the organization's gender equality commitments , reinforcing leadership's visible endorsement and creating accountability to staff, partners, and communities.	Communications Unit	Quarterly	# of public statements or updates issued	Mid-Term
Partnerships and Advocacy	Join local, national, and regional gender equality platforms or coalitions to collaborate with other actors, contribute to joint advocacy, and stay informed on policy developments and best practices.	Advocacy Lead	Ongoing	# of networks joined	Mid-Term
	Partner with women's rights organizations, feminist networks, and community-based groups to strengthen grassroots voices, co-create solutions, and ensure programming is grounded in lived realities.	Partnerships Coordinator	12 months	# of active partnerships	Mid-Term
	Lead joint campaigns on gender policy reform aligned with international frameworks such as CEDAW, the Beijing Platform for Action, and the Sustainable Development Goals (SDGs).	Advocacy Unit	Annually	# of campaigns conducted	Long-Term
	Promote the participation of marginalized groups in advocacy spaces , ensuring their perspectives are represented in decision-making platforms and public discourse.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Leverage evidence and learning from programs (e.g., success stories, gender-disaggregated data, and research findings) to inform advocacy messaging and contribute to policy change.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
2. Gender-Responsive Workplace					

Recruitment, Retention & Advancement Safeguarding and Workplace Culture	Adopt gender-sensitive job descriptions that use inclusive, non-discriminatory language, clearly articulate the organization's commitment to gender equity, and highlight flexible work arrangements where applicable to attract candidates from diverse backgrounds, especially women and marginalized groups.	HR Department	Within 6 months and reviewed annually	% of women/non-binary staff in technical/lead roles	Short-Term
	Ensure inclusive outreach and advertising strategies , such as publicizing job opportunities through platforms that reach women, persons with disabilities, ethnic minorities, and other underrepresented populations. Outreach will intentionally target communities and institutions that can diversify the applicant pool.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Apply affirmative action in promotions and leadership development , especially in units or departments where women or other marginalized staff are underrepresented. This includes setting targets, creating mentorship pipelines, and ensuring promotion criteria are transparent and free of bias.	HR Department	12 months	# of mentorship programs; % of promotions	Mid-Term
	Establish gender-balanced recruitment panels and monitor bias.	HR Department	Ongoing	% of panels with gender parity	Short-Term
	Provide ongoing capacity development and leadership opportunities to support career advancement for women and marginalized staff, including training, coaching, and exposure to decision-making spaces.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Track and report gender-disaggregated data on recruitment, retention, promotion, and attrition to inform evidence-based interventions and organizational learning.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Ensure reasonable accommodation in hiring and employment for persons with disabilities; revise recruitment materials and interview formats accordingly.	HR Department	Within 6 months	% of job ads inclusive; # of accommodations provided	Mid-Term

	Introduce inclusive leave policies (e.g., maternity, paternity, menstrual, and family needs leave) and communicate these during onboarding.	HR Department	Within 3 months	# of staff utilizing inclusive leave options	Short-Term
	Enforce a zero-tolerance policy on all forms of harassment, abuse, exploitation, and discrimination , including gender-based violence, bullying, and inappropriate workplace behavior	HR, Gender Focal Point, Safeguarding Officer	Ongoing; quarterly review	# of reported cases resolved; satisfaction rating	Short-Term
	Provide multiple, accessible, and confidential reporting mechanisms —such as safeguarding focal points, suggestion boxes, and hotlines—ensuring that survivors feel safe, supported, and protected from retaliation.	Safeguarding Committee	Ongoing	Reporting satisfaction score	Mid-Term
	Ensure survivor-centered response protocols are in place, including referral pathways, confidentiality standards, and trained personnel to handle cases sensitively and effectively.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Integrate safeguarding into all staff inductions, training modules, and partnership agreements , reinforcing a culture of accountability and shared responsibility.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Establish and monitor functional Internal Complaint Committees (ICCs) or similar grievance redress mechanisms that are gender-balanced and capacitated to handle cases of sexual harassment or abuse	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Provide gender-sensitive workplace facilities , including menstrual hygiene products, breastfeeding corners, flexible work hours, family-friendly leave policies, and accessible infrastructure for persons with disabilities.	Admin & Infrastructure	6 months	# of facilities available	Short-Term
	Promote a respectful workplace culture through continuous awareness-raising, leadership modeling of inclusive behavior, and regular feedback loops with staff.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term

	Align grievance redress mechanisms with the Gender and Safeguarding Policy, ensuring trained focal points and survivor-centered protocols.	Safeguarding Committee, Gender Focal Point	Within 6 months	% of cases resolved using survivor-centered protocols	Mid-Term
3. Staff Capacity Development					
Capacity Building	Conduct mandatory gender training for all staff, including senior management, with content tailored to their roles and responsibilities. These will cover gender equality principles, unconscious bias, inclusive communication, intersectionality, and workplace harassment.	HR & Training Unit	Quarterly training; annual workshops	# of staff trained; % with improved scores	Short-Term
	Organize periodic refresher courses to ensure continued learning and adaptation to evolving gender norms, legal frameworks, and organizational priorities.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Develop leadership capacity for women and marginalized groups through targeted mentorship programs, leadership development tracks, and access to professional development opportunities that prepare them for decision-making roles.	HR & Training Team	1 year	# of participants; promotion outcomes	Mid-Term
	Integrate gender into all other trainings , such as those on project management, M&E, finance, and safeguarding, to ensure a cross-cutting understanding of gender equality.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Support gender focal persons and champions with advanced training, peer-learning platforms, and technical backstopping to enhance their effectiveness across departments and projects.	HR, Gender Committee	6 months	# of trained focal persons	Short-Term
	Evaluate training impact through post-training assessments, feedback loops, and application of learning in real-time work environments.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
4. Operational Integration					

Program Design and Delivery	Integrate gender analysis at every stage of the project cycle —from needs assessment and design to implementation, monitoring, and evaluation. This includes identifying gender-specific barriers, risks, and opportunities to inform strategies and resource allocation.	Program & MEAL Teams	All new proposals; biannual review	% of programs with gender objectives & activities	Mid-Term
	Ensure the active participation of women, girls, and gender-diverse groups in the design, implementation, and evaluation of programs. Participation will be inclusive, meaningful, and sensitive to power dynamics and intersecting vulnerabilities.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Apply intersectional approaches to recognize how gender intersects with age, disability, ethnicity, class, and other identities that affect access, participation, and outcomes.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Use sex- and age-disaggregated data in planning, target setting, and impact measurement, and ensure data is used to inform course corrections and advocacy.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Design targeted interventions to address the specific needs and aspirations of marginalized groups, including survivors of gender-based violence, persons with disabilities, and LGBTQI+ individuals.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Mainstream gender equality objectives across all sectoral programs (e.g., WASH, livelihoods, education, health) and ensure alignment with national gender policies and international frameworks such as CEDAW and SDG 5.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Develop gender-sensitive indicators and tools to monitor progress and capture both quantitative and qualitative change in the lives of beneficiaries.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term

	Integrate gender-sensitive safeguards in all projects, particularly climate, DRR, and environmental programs, to avoid exacerbating gender inequalities.	Program Teams, Safeguarding Unit	Within 6 months	# of projects with safeguards	Mid-Term
Monitoring, Evaluation & Learning (MEL)	Track sex- and age-disaggregated data systematically across all programs, using it to assess differential impacts, identify gaps, and inform adaptive strategies.	MEAL Unit, Gender Focal Point	Quarterly data collection and reporting	# of audits; change in gender indicators	Short-Term
	Develop and apply gender-sensitive indicators that go beyond numeric counts to measure changes in power relations, access to services, decision-making, and reduction in gender-based barriers.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Conduct regular gender audits and reviews , both internal and external, to assess progress in gender mainstreaming, identify capacity gaps, and strengthen accountability.	MEAL, Gender Focal Point	Annually	# of audits; stories collected	Mid-Term
	Utilize participatory monitoring approaches such as community scorecards, attitude change surveys, and Most Significant Change (MSC) storytelling to gather qualitative insights and amplify community voices.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Integrate gender into all MEL frameworks, tools, and reporting formats , ensuring that learning reflects the lived experiences of women, men, and gender-diverse individuals.	MEAL Unit	6 months	Gender marker scores reported	Short-Term
	Ensure MEL staff and partners are trained in gender-responsive methods and provide technical support to ensure consistent implementation of gendered monitoring practices.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Use MEL findings to inform organizational learning and influence future strategy, while transparently sharing gender-related outcomes with stakeholders, including communities	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term

	Apply Gender Responsive Budgeting (GRB) across all programs and operational planning. This includes assessing the gender impact of budget decisions and allocating resources to address identified gender gaps.	Finance & Program Leads	Annual budgeting cycle	% of budget with gender tag; GRB audit score	Mid-Term
	Integrate gender considerations into annual budgets and funding proposals , ensuring that gender equality objectives are supported with dedicated financial resources.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Establish a minimum percentage allocation (e.g., 10–30%) of program budgets to directly support gender-focused activities and inclusion efforts, especially for marginalized populations.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Track and report gender-tagged expenditures quarterly , using financial systems that allow disaggregation of spending related to gender outcomes.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Build capacity among finance and program teams to understand and implement GRB practices effectively.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Use financial data to assess the return on investment in gender equality initiatives and share this information with leadership and donors to foster transparency and learning.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Introduce gender-tagged reporting formats in financial software to track spending on gender-specific priorities quarterly.	Finance & Program Leads	Within 6 months	Availability of gender-tagging features	Mid-Term
5. Women's Leadership					
Inclusive Leadership Pathways	Identify and promote women leaders at all levels of the organization, especially in programmatic, technical, and operational leadership roles.	HR Department, Gender Focal Point	Within 6 months; annual review	% of women in leadership positions	Short-Term

	Create a structured leadership pipeline for women and marginalized staff, including mentorship programs, leadership development cohorts, and exposure to high-level decision-making platforms.	HR Department, Senior Management	Within 1 year	# of staff enrolled in leadership tracks	Mid-Term
	Ensure equal access for women and gender-diverse staff to professional growth opportunities (e.g., training, conferences, stretch assignments) through transparent selection processes.	HR and Training Unit	Quarterly review	% of female participants in leadership trainings	Short-Term
	Establish gender-balanced committees, boards, and task forces, with specific targets to enhance women's representation in governance and oversight bodies.	Executive Leadership, HR	Immediate and ongoing	% of committees with >40% women	Short-Term
	Recognize and celebrate the leadership contributions of women and marginalized staff through internal awards, storytelling, and external communications to inspire future leaders.	Communications Unit, Gender Focal Point	Annually	# of leadership stories shared	Mid-Term
	Establish Women's Forums and mentorship circles internally to foster peer learning and leadership among women and gender-diverse staff.	HR & Gender Committee	Within 1 year	# of forums established	Mid-Term
	Address barriers to women's leadership (e.g., mobility constraints, care responsibilities, cultural bias) by introducing flexible work policies, support services, and awareness-building among male allies.	HR Department, Gender Focal Point	Within 1 year	Staff satisfaction survey results; retention rates	Mid-Term
Community Engagement	Foster meaningful participation of women, youth, persons with disabilities, and gender-diverse individuals in all stages of the program cycle, from design and implementation to evaluation and feedback.	Community Mobilization Team	Biannual assessments	% change in gender attitude survey scores	Mid-Term
	Promote community-led solutions by recognizing and strengthening the capacities, knowledge, and leadership of marginalized groups to influence decisions that affect their lives.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Establish accessible and inclusive feedback mechanisms (e.g., hotlines, suggestion boxes, in-person forums) that are confidential, responsive, and culturally appropriate for diverse community members.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term

	Ensure community engagement strategies are inclusive and intersectional , recognizing and responding to the unique experiences shaped by gender, caste, ethnicity, age, disability, and migration status.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Invest in ongoing awareness-building on gender equality, rights, and social inclusion at the grassroots level through dialogues, campaigns, and local champions.	Advocacy & Programs	Annually	# of events held	Mid-Term
	Document and disseminate lessons from community engagement to inform organizational learning, policy advocacy, and scaling of good practices.	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Implement community scorecards, attitude change surveys, and Most Significant Change (MSC) storytelling as participatory monitoring tools to capture community feedback, measure shifts in perception and behavior, and document meaningful qualitative outcomes that reflect real-life impact	Relevant Department / Gender Focal Point	Within 6–12 months	To be defined based on M&E plan	Mid-Term
	Ensure representation of religious, ethnic, and linguistic minorities in community gender assemblies, feedback mechanisms, and leadership roles.	Community Mobilization Team	Within 6–12 months	% of participants from minority groups	Mid-Term

This Gender Mainstreaming Plan serves as a practical roadmap to translate JSUS' gender equality commitments into measurable action across all levels of the organization. By embedding gender considerations into leadership, human resources, program design, budgeting, and community engagement, the plan ensures that gender equity is not an add-on, but a core organizational value. Effective implementation will require sustained leadership commitment, cross-departmental collaboration, adequate resourcing, and continuous learning. Regular monitoring and adaptive management will be essential to address emerging challenges and deepen our impact. Through this plan, JSUS reaffirms its commitment to fostering an inclusive, safe, and empowering environment for all individuals—particularly women, girls, and gender-diverse populations—in the communities we serve.

Annex 5

Gender Marker Tool for Program Cycle: WASH, Education, and Livelihood Focus

This Gender Marker Tool is designed to assess, guide, and enhance gender responsiveness in the program cycle stages—Design, Implementation, Monitoring, and Evaluation—across three key sectors: WASH, Education, and Livelihood. It adapts the IASC Gender Marker and uses a simplified traffic-light system (Red, Yellow, Green) to help teams identify gaps, improve interventions, and promote gender equality and inclusion.

The Objectives of the Gender Marker

- Mainstream gender considerations across the program cycle.
- Track progress in integrating gender equality.
- Support gender-transformative programming and accountability.

WASH Sector			
Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Are gendered needs (<i>women, girls, men, boys, persons with disabilities, and gender-diverse individuals, especially regarding dignity, safety, and cultural appropriateness</i>) and safety concerns—such as access to clean water, privacy in sanitation facilities, safety in locations, and Menstrual Hygiene Management (MHM), pregnancy/early motherhood needs—systematically identified through participatory gender analysis.	● No analysis ● Partial identification ● Comprehensive analysis integrated	● / ● / ●
Implementation	Are WASH facilities inclusive (e.g., separate washrooms, menstrual hygiene support)?	● Gender-blind ● Gender-sensitive ● Gender-transformative	● / ● / ●
Monitoring	Is WASH usage tracked by sex, age, disability and feedback on safety and dignity collected?	● No tracking ● Some data ● Disaggregated data + feedback loop	● / ● / ●
Evaluation	Are gendered outcomes (e.g., safety, time use, health) assessed?	● No gender outcomes ● Limited insights ● Clear impact and lessons	● / ● / ●

Education Sector			
Program Stage	Key Gender Questions	Scoring Guide	Traffic Light

Design/Planning	Are structural, social, and cultural barriers to education for girls, children with disabilities, and marginalized groups (e.g., ethnic minorities, gender-diverse learners) thoroughly analyzed and addressed (Includes access, safety, distance, socio-cultural norms, gender-based violence, and school-related MHM needs.) in program design?	● No analysis ● Basic identification ● In-depth analysis informing design	● / ● / ●
Implementation	Are gender-sensitive resources provided (e.g., classroom inclusivity, learning materials in local dialects, female teachers, separate toilets)?	● Generic approach ● Basic measures ● Inclusive, responsive strategies	● / ● / ●
Monitoring	Are indicators disaggregated by sex, age and disability (enrollment, attendance, drop out and performance)?	● No data ● Incomplete data ● Fully disaggregated + analyzed	● / ● / ●
Evaluation	Does the evaluation assess gender parity and attitude change?	● No gender focus ● Limited depth ● Outcome-focused and transformative	● / ● / ●

Livelihood Sector			
Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Are gender-specific roles, needs, access to resources, decision-making power, and constraints for women, men, and marginalized groups (including youth, gender-diverse individuals, and persons with disabilities) analyzed and addressed (<i>Includes division of labor, access to training, markets, mobility, and control over income</i>) in the livelihood program design?	● Gender-blind ● Acknowledged but not addressed ● Integrated and targeted	● / ● / ●
Implementation	Are services tailored (e.g., skill training, mobility, care support)?	● One-size-fits-all ● Partial tailoring ● Empowering and inclusive	● / ● / ●
Monitoring	Is data on participation and benefits disaggregated by gender?	● No tracking ● Some tracking ● Comprehensive tracking & feedback	● / ● / ●

Evaluation	Are changes in empowerment, income, control over income, mobility, decision-making and sustainability assessed by gender?	● No gender outcomes ● Surface-level ● Transformative and lasting	● / ● / ●
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Implementation Process:

- 1. Orientation & Capacity Building:** Train staff and partners on gender analysis, the marker system, gender concepts, power dynamics, local gender norms, the use of this tool and sector-specific considerations.
- 2. Application Across Program Cycle:** Integrate gender marker questions and scoring at each stage—Design, Implementation, Monitoring, and Evaluation—using the provided sector-specific tables.
- 3. Documentation and Review:** Justify scores with documented gender analysis, plans, and data. Conduct regular internal or peer reviews.
- 4. Feedback and Adjustment:** Use monitoring and evaluation findings to improve programs and advance from gender-blind to gender-transformative (Red → Yellow → Green).
- 5. Reporting and Learning:** Incorporate Gender Marker scores into donor and sector reporting frameworks to systematically track progress on gender integration, share key learnings, and inform future program design. Use the findings to strengthen gender-responsive planning and promote gender-transformative strategies.

Annex 6

Gender Audit Tools

Date of Audit:

Name of the Auditor:

Purpose:

To assess the extent to which gender equality is mainstreamed across the organization's policies, structures, programs, practices, and culture—and identify areas for improvement.

A: Organizational Commitment and Policy Framework

Question	Yes	Partly	No	Comments/Evidence
Does the organization have a written gender policy?	☐	☐	☐	
Is the policy aligned with national and international gender equality frameworks (e.g., Bangladesh Constitution, National women Development Policy, CEDAW, SDG 5, Universal Declaration of Human Rights (UDHR), Core Humanitarian Standard (CHS), Sphere Standards, and the IASC Guidelines on Gender-Based Violence in Humanitarian Action)?	☐	☐	☐	
Is there a gender mainstreaming strategy or plan in place?	☐	☐	☐	
"Is gender equality actively supported by senior leaders or board members?"	☐	☐	☐	

B: Human Resources and Staffing

Question	Yes	Partly	No	Comments/Evidence
Does the organization collect and analyze sex-disaggregated HR data?	☐	☐	☐	
Are there equal opportunities for women and men in recruitment, promotion, and training?	☐	☐	☐	
Are there measures in place to support gender-diverse staff and people with disabilities?	☐	☐	☐	
Is there an anti- sexual harassment policy with functional complaints mechanisms?	☐	☐	☐	
Are women represented in leadership and decision-making positions?	☐	☐	☐	

C: Program Design and Delivery

Question	Yes	Partly	No	Comments/Evidence
Are gender analyses conducted for all programs/projects?	☐	☐	☐	

Are women and marginalized groups involved in program design and decision-making?	☐	☐	☐	
Are program outcomes tracked using sex- and age-disaggregated data?	☐	☐	☐	
Are there targeted initiatives to empower women and gender-diverse individuals?	☐	☐	☐	
Does the organization provide maternity/paternity leave and breastfeeding facilities?"	☐	☐	☐	

D: Budgeting and Resource Allocation

Question	Yes	Partly	No	Comments/Evidence
Is there a dedicated budget for gender equality activities?	☐	☐	☐	
Is gender considered in the budgeting process (e.g., Gender-Responsive Budgeting)? *	☐	☐	☐	
Are gender expenditures tracked and reported?	☐	☐	☐	

E: Capacity Building and Knowledge

Question	Yes	Partly	No	Comments/Evidence
Have staff received training on gender equality and inclusion?	☐	☐	☐	
Are gender tools (e.g., checklists, indicators) available and used?	☐	☐	☐	
Are gender focal points trained and supported?	☐	☐	☐	

F: Organizational Culture and Practices

Question	Yes	Partly	No	Comments/Evidence
Are staff encouraged to discuss and address gender issues openly?	☐	☐	☐	
Are there visible signs of gender commitment (e.g., posters, leadership messaging)?	☐	☐	☐	
Are family-friendly and flexible work policies in place?	☐	☐	☐	

Scoring and Analysis (Optional)

Category	Total Yes	Partly	No	Observations
A: Commitment & Policy				
B: HR & Staffing				
C: Programs				
D: Budgeting				

E: Capacity				
F: Culture				

***Gender-Responsive Budgeting (GRB)** : Gender-Responsive Budgeting (GRB) is a strategy that ensures organizational budgets address the different needs and priorities of women, men, and gender-diverse groups. It does not mean separate budgets for women but rather integrating gender perspectives into all stages of the budget cycle—planning, allocation, implementation, and evaluation.

Annex 7

Safe Workplace Assessment Tool

The **Safe Workplace Assessment Tool for NGOs** is a practical and participatory instrument designed to evaluate and enhance the safety, dignity, and inclusivity of work environments within non-governmental organizations. Grounded in the principles of gender equality, human rights, and zero tolerance for harassment, this tool enables organizations to assess their internal culture, policies, and practices

The tool uses a simple **Yes/No**, along with **additional scoring** for fully implemented, in progress/Partially & not in place and **Remarks/Action Required** format for each criterion, enabling organizations to identify strengths, detect gaps, and define follow-up actions. It can be used as a stand-alone assessment or integrated into broader HR, safeguarding, or gender audits.

Ultimately, this tool empowers NGOs to foster respectful, inclusive, and responsive workplace environments—ensuring protection and equal opportunity for all staff, particularly women, gender-diverse individuals, and marginalized groups.

By regularly using this assessment tool, NGOs can build safer, more inclusive workplaces where all individuals—especially women, non-binary staff, and other marginalized groups—feel respected, supported, and empowered to thrive

1. Organizational Culture & Leadership: (Examines the commitment of leadership to gender justice, including public endorsement of zero-tolerance policies, training of senior staff, and establishment of Gender Committees.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Leadership publicly endorses zero tolerance for harassment and discrimination	☐	☐				
Gender equality is integrated into the organization's vision/mission	☐	☐				
Code of Conduct includes gender-sensitive and anti-harassment clauses	☐	☐				
Staff are aware of organizational values promoting a safe, respectful workplace	☐	☐				
Senior leadership trained on gender equality, workplace harassment, and inclusive management	☐	☐				
Gender focal points and Gender Committee established with TOR and reporting schedule	☐	☐				

2. Human Resource Policies and Practices (Assesses recruitment equity, inclusive leave policies (maternity, paternity, menstrual, and caregiving), pay equity audits, and affirmative action measures.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Gender-balanced recruitment panels are in place	☐	☐				
Recruitment and promotion processes are free of bias	☐	☐				
Leave policies cover maternity, paternity, family care, and menstrual leave	☐	☐				
Performance appraisal system includes behavior-based criteria (e.g., respectful conduct)	☐	☐				
Affirmative actions taken to recruit and retain marginalized groups	☐	☐				
Pay equity audits conducted regularly to ensure equal pay for equal work	☐	☐				
Gender-balanced recruitment panels are in place	☐	☐				
Leave policies accommodate menstruation, family needs, and non-binary staff caregiving roles	☐	☐				

3. Reporting & Grievance Mechanisms (Reviews the presence and effectiveness of Sexual Harassment Complaint Committees, survivor-centered SOPs, confidential reporting channels, and grievance redress systems.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
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			● fully implemented	● in progress/Partially,	●Not in place	
Functional Sexual Harassment Complaint Committee or equivalent exists	☐	☐				
Committee is gender-balanced and trained	☐	☐				
Multiple, confidential, and accessible reporting channels are available	☐	☐				
Staff are aware of how to report grievances safely	☐	☐				
Survivor-centered response procedures are in place	☐	☐				
Grievance Redress Committee includes at least 50% female members and trained Gender Focal Point	☐	☐				
Standard Operating Procedures (SOPs) and survivor-centered referral pathways established	☐	☐				

4. **Infrastructure and Facilities** (Ensures the availability of gender-sensitive infrastructure such as separate toilets, menstrual hygiene facilities, breastfeeding rooms, childcare support, and disability accessibility)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	●Not in place	
Safe and separate toilets for all genders	☐	☐				
Menstrual hygiene products and disposal facilities are available	☐	☐				
Breastfeeding/lactation room is available (if needed)	☐	☐				
Office is accessible to persons with disabilities	☐	☐				

Well-lit premises and secure entry/exit points	☐	☐				
Childcare support facilities or subsidy provided in field offices	☐	☐				
Facilities include inclusive signage and design to accommodate all genders	☐	☐				

5. **Awareness & Capacity Building** (Evaluates staff training on safeguarding, Code of Conduct, gender equality, and the support system for gender champions and trained focal persons.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Staff receive orientation on safe workplace, safeguarding, and gender policy	☐	☐				
Regular refresher trainings are conducted	☐	☐				
Posters, visual aids, and materials on workplace safety gender and PSEA posters and contact info for complaints mechanisms are displayed	☐	☐				
Managers/supervisors are trained on how to prevent and respond to complaints	☐	☐				
Induction includes training in the Code of Conduct, gender, safeguarding, and respectful behavior	☐	☐				
Gender champions identified and supported with advanced training and recognition mechanisms	☐	☐				

6. **Monitoring and Accountability**– (Tracks how safety, gender, and safeguarding indicators are integrated into staff performance reviews, internal audits, and regular organizational reporting.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Workplace safety is regularly monitored through staff surveys or audits	☐	☐				
Feedback mechanisms (anonymous if needed) are in place	☐	☐				
Workplace incidents are tracked and acted upon	☐	☐				
Gender and safeguarding indicators are part of regular organizational reports	☐	☐				
Quarterly internal gender audits conducted and reported to senior leadership	☐	☐				
Gender and safeguarding indicators used in staff appraisals and performance reviews	☐	☐				

User Guide: Safe Workplace Assessment Tool

Easy Steps to Use the Tool:

1. Get Ready

- Make a small team: include staff from HR, gender or safeguarding roles, and leadership.
- Print the tool or share it on mobile/computer with everyone in the team.

2. Fill It In

- For each question, choose:
 - ✓ **Yes** (we do this),
 - ✗ **No** (we don't do this).
- Then mark:
 - Fully implemented
 - In progress/Partially in place
 - Not in place
- Write down notes or actions needed in the remark's column.

3. Talk to People

- Ask staff what they think/practice, through group talks or interviews.
- Be sure to hear from women, non-binary staff, and minority groups.

4. Understand the Results

- Look at answers to see what's working and what needs fixing in 6 areas:
 - ✓ Culture & leadership
 - ✓ HR policies
 - ✓ Complaint systems
 - ✓ Office setup (toilets, safety, etc.)
 - ✓ Staff knowledge/training
 - ✓ Accountability and follow-up
- Make a simple action plan with tasks, people responsible, and dates.

5. Do It Again

- Check again **once or twice a year**.
- Use the results to improve policies, training, and workplace safety.

Tip:

Keep it open, honest, and inclusive. This is about making your workplace better for **everyone**.

Annex 8

Gender Budgeting Framework Tool

This Gender Budgeting Framework is designed to guide organizations in planning, allocating, tracking, and reviewing financial resources to ensure gender equity and inclusion across all levels of programming. It supports the identification and redress of gender gaps, promotes women's empowerment, and ensures that resources reach marginalized gender groups. This framework aligns with commitments to gender equality in policy, programming, and organizational culture.

I. Budget Planning: Gender Analysis Stage

Component	Key Questions	Data Needed	Responsible Unit
Gender Needs Assessment	What is the gender-specific needs of the target groups?	Sex-disaggregated data, consultations	Gender Team, MEL
Program Design Review	Are program goals and activities gender-sensitive or gender-transformative?	Program plans, gender checklist	Program Team
Budget Line Review	Are there existing or potential budget lines that address gender equality?	Budget templates, past expenditures	Finance, Gender Team
Risk & Barrier Analysis	Are there social/cultural barriers to women's access or participation?	Community consultation reports	Gender Team, Field Units

II. Budget Allocation: Integration into Annual Budget

Budget Line	Activity Description	Target Group	Gender Objective	Allocated Amount (BDT)	% of Total Budget
Gender Training	Capacity building on gender for staff	All staff	Build internal capacity		
Women's Leadership Program	Mentoring, exposure visits for female staff	Women staff	Promote women's leadership (e.g., a 30% increase in women in leadership roles)		
GBV Prevention	Awareness, safe spaces, referral system	Women, girls	Reduce violence and empower women		
Childcare Services	On-site crèche for working parents	Parents (mostly women)	Enable women's workforce participation		
Gender-Sensitive Menstrual Hygiene Management	Separate sessions for women and men on hygiene	Women, men, girls, boys	Cater to gender-specific hygiene needs		
Menstrual Hygiene Management Kits	Provision of kits and awareness sessions	Adolescent girls, women	Address menstrual health needs		

Safe Sanitation Facilities	Separate washrooms with locks and lights	Women and girls	Ensure safety and dignity		
Women's WASH Committees	Training and mobilization	Local women leaders	Promote women's leadership in WASH		
Girls' Education Scholarships	Tuition and materials for girls in secondary school	Adolescent girls	Improve access and retention		
Gender-Responsive Teacher Training	Train teachers on gender-inclusive pedagogy	School staff	Foster equitable learning environment		
Safe Schools Initiative	Establish complaint system and gender desks	All students	Preventing gender-based violence		
STEM for Girls Program	Special coaching in math and science	Girls in grades 6–10	Close gender gap in STEM		
Women's Skill Development	Tailoring, ICT, agro-processing	Low-income women	Boost income generation		
Childcare Support	Stipends or crèches for working mothers	Women with children	Support women's work participation		
Market Linkages for Women Producers	Access to markets, transport subsidies	Women entrepreneurs	Enhance economic empowerment		
Gender Dialogues with Men	Promote shared domestic roles	Male community members (such as Majhis, Imams, and male youth leaders)	Support women's economic mobility		

III. Budget Implementation: Monitoring and Tracking

Activity	Gender Indicator	Monitoring Frequency	Responsibility	Remarks
Gender training conducted	% of staff trained (sex-disaggregated)	Quarterly	HR & Gender Team	Ensure coverage across levels
Leadership program running	% of women in mid/senior roles	Bi-annually	HR	Track internal promotions

GBV response system active	# of reported cases addressed	Quarterly	Safeguarding Team	Ensure confidentiality
Childcare uptake	% of eligible staff using facility	Annually	Admin	Adjust as needed
Scholarships	# of girls retained in school	Bi-annually	Education Unit, MEL	Disaggregate by grade and region
WASH Committees	# of trained women leaders actively participating in WASH related decision making process	Quarterly	WASH, Gender Team	Encourage leadership roles

IV. Budget Review & Reporting

Review Item	Questions to Ask	Reporting Format	Frequency	Responsible Unit
Gender Budget Execution	Were funds used as planned for gender objectives?	Budget vs. Actual with narrative	Bi-annual	Finance & Gender Team
Gender Outcomes Analysis	What gender results were achieved with the budget?	Gender outcome report	Annual	MEL & Gender Team
Accountability & Inclusion	Were marginalized groups reached?	Inclusion analysis	Annual	Program Team, MEL
Lessons Learned	What worked, what didn't?	Brief note in M&E report	Annual	All departments