UNITED NATIONS
OFFICE OF COUNTER-TERRORISM

GENDER MAINSTREAMING POLICY & ACTION PLAN

Foreword

Gender equality and the empowerment of women are essential to a more peaceful, inclusive, and egalitarian world. These values are therefore intrinsically linked and indispensable to the execution of the mandate of the United Nations Office of Counter-Terrorism (UNOCT).

Our mandate centres around the United Nations Global Counter-Terrorism Strategy and the General Assembly's biennial reviews in which it has continuously strengthened calls to embed gender equality in efforts to counter terrorism and prevent violent extremism as conducive to terrorism. These include calls for the integration of gender analysis of the drivers of radicalization of women and men to terrorism, to consider the impacts of counter-terrorism strategies on women's human rights and women's organizations, and to enhance cooperation to combat terrorism in a gender-responsive manner. This Policy charts the way for our compliance with these directives through a human rights-based approach, setting out both UNOCT's principles and priority areas and an Action Plan for the implementation of the Policy through 2024.

The Policy also commits all UNOCT staff to mainstream gender perspectives in programmatic and policy performance areas; strengthen UNOCT's institutional capacity to deliver results on gender equality within the realms of CT/PCVE; ensure adequate funding for gender mainstreaming; enhance partnership development for gender equality; and promote knowledge and visibility on gender equality in CT/PCVE to donors, Member States, institutional partners and civil society.

The UNOCT Gender Mainstreaming Policy and Action Plan were informed by office-wide consultations, in which I was proud to have taken part, and which also incorporates the outcomes of a comprehensive gender assessment of the Office's programme and project documents. As such, these draw from our own good practices and missed opportunities in mainstreaming gender quality and are now tailored to address UNOCT's gaps and needs.

Accomplishing what is set out in this robust Policy and Action Plan will undoubtedly make our work fairer, more just and more effective. It will also allow us to comply with UN standards and targets, such as the Secretary-General's call for a 15 per cent financing target for gender equality in all projects to address new peace and security threats. This Policy is also anchored in the 17 indicators of the UN system-wide requirements for gender equality set out in the UN System-wide Action Plan (UN -SWAP) 2.0, as well as international gender equality and human rights standards.

It is thus with great satisfaction and pride that I present this Gender Mainstreaming Policy and its Action Plan. As the Under-Secretary-General of UNOCT, I am accountable and responsible for the implementation of this Policy and will oversee the progress in all of its priority areas to ensure that we turn this Policy into our reality. I invite you to read these pages carefully and understand your roles and responsibilities in the implementation process. This Gender Mainstreaming Policy belongs to all of us, and I am confident that, together, we will arrive in 2024 as a reference for others in human rights-based gender mainstreaming.

Mr. Vladimir Voronkov
United Nations Under-Secretary-General for Counter-Terrorism

Acronyms

CEB	Chief Executives Board
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSW	Commission on the Status of Women
CTED	Counter-Terrorism Committee Executive Directorate
GCTS	Global Counter-Terrorism Strategy
DPPA	Department of Political and Peacebuilding Affairs
DUSG	Deputy to the Under-Secretary-General
ECOSOC	Economic and Social Council
GEEW/G	Gender Equality and the Empowerment of Women and Girls
GM	Gender Marker
GTF	Gender Taskforce
GFP	Gender Focal Point
HQ	Headquarters
OECD	Organisation for Economic Co-operation and Development
O-SRSG-SVC	Office of the Special Representative of the Secretary-General
OUSG	Office of the Under-Secretary-General on Sexual Violence in Conflict
CT/ PCVE	Counter-Terrorism/Prevention and Countering of Violent Extremism
PKMCB	Policy, Knowledge Management and Coordination Branch
PRB	Programme Review Board
SCR	Security Council Resolution
SDGs	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SMT	Senior Management Team
SPIB	Special Projects and Innovation Branch
SPPSS	Strategic Planning and Programme Support Section
UN	United Nations
UNCCT	UN Centre for Counter-Terrorism
UNDP	UN Development Program
UNEG	United Nations Evaluation Group
UNOCT	UN Office of Counter-Terrorism
UNODC	UN Office on Drugs and Crime
USG	Under-Secretary-General
UNSWAP	UN System-wide Action Plan
WPS	Women, Peace and Security

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Introduction

This Gender Mainstreaming Policy sets the Principles, Priority Areas and Action Plan to guide UNOCT's direction and strategy for mainstreaming gender equality and the empowerment of women throughout its activities. Gender equality is one of the founding principles of the United Nations (UN), and it is also central to UNOCT's mandate. Since 2019, UNOCT has taken **important steps to mainstream gender**, such as establishing a Gender Unit with a dedicated Gender Advisor and team, integrating gender analysis into the UNOCT Standard Operating Procedure on Project Initiation,[1] implementing the use of gender markers and gender-responsive results frameworks, setting up a Gender Taskforce with a network of Gender Focal Points, as well as producing guidelines on gender mainstreaming for project managers.

These are **significant advancements**, which will be further institutionalized and strengthened with the adoption of this Gender Mainstreaming Policy and Action Plan. The implementation of this Policy also delivers on the UNOCT Under-Secretary-General's commitment, through his 2021 Compact with the Secretary-General, on implementing a comprehensive policy and action plan on gender mainstreaming. Furthermore, this Policy will also address the recommendations from the external evaluation UNCCT underwent in 2020,[2] such as changing current structures to improve gender mainstreaming practices, strengthening the Gender Unit, and including gender expertise in the programme review process. This Policy was developed through a **participatory approach**, informed by office-wide consultations that encompassed eight focus group discussions and 14 key informant interviews, engaging 70 members of staff (35 women/35 men) at all levels of seniority. The Gender Task Force, composed of Gender Focal Points from the different UNOCT Branches and Units, served as a coordination and advisory body. This Policy is also informed by an assessment of 54 programme and project documents from UNOCT, drawing from their good practices and missed opportunities in mainstreaming gender.

The Policy also builds on the **knowledge on gender and counter-terrorism and the countering and prevention of violent extremism as conducive to terrorism (CT/PCVE)** produced in related thematic areas by strategic partners, including UN Women, the Counter-Terrorism Committee Executive Directorate (CTED), the UN Office on Drugs and Crime (UNODC), the UN Development Programme (UNDP), the Department of Political and Peacebuilding Affairs (DPPA) and other entities, combining UNOCT's expertise and coordinating role with those partners and stakeholders at headquarters, regional and national levels.

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[1] Starting Up a Project and Initiating a Project: Role of Programme/Project Managers and Supervisors & Required Project Documentation. This was done in accordance with the Secretary General's call for all UN-managed funds to institute a gender marker, and in compliance with the Security Council's 2011 Strategic Results Framework on Women, Peace and Security that set 2020 as the goal for all UN entities operating in conflict and post-conflict situations to institute such markers.

[2] KPMG 2020, External Evaluation of UNCCT

1. Purpose and Scope

The **purpose** of this Policy is to set the framework and the direction for UNOCT to fulfil its mandate on gender equality as applied to CT/PCVE. Mainstreaming gender equality and the empowerment of women and girls (GEEW/G) through a human rights-based approach is central to the United Nations' mandate and embodies the Organization's unique contribution to countering terrorism and preventing and countering violent extremism conducive to terrorism (CT/PCVE). Through this Policy, the Office aims to ensure that its work accounts for the differential impact of both terrorism and CT/PCVE measures on the human rights and needs of women, men, girls and boys, and that the CT/PCVE initiatives conducted by the Office are well-informed, gender-sensitive, context and human rights based, and do not reinforce inequalities or jeopardize GEEW/G gains, but rather strengthen them.

The **scope** of this Policy integrates UNOCT's mandated work on CT/PCVE with the United Nations' mandate on gender equality and the empowerment of women across the whole Office including its branches, programme offices and presences in the field.[3]

This Policy establishes the foundations for UNOCT to:

- **Effectively mainstream gender considerations** within its programmes, projects, policies and operations by defining the guiding principles, scope, priority areas, and action plan for strengthening UNOCT's deliveries on gender-responsive results through a human rights-based approach.
- **Follow the most relevant evidence** on how to mainstream gender considerations in CT/PCVE in ways that are effective, efficient, sustainable, impactful, context-aware and human rights compliant.
- **Align with the normative framework** for mainstreaming gender equality through a human rights-based approach, including but not limited to numerous Security Council resolutions (SCR) such as 2178 (2014), 2242 (2015), 2331 (2016), 2354 (2017), 2395 (2017), 2396 (2017) and 2467 (2019); General Assembly resolutions such as 75/161 (2020), the UN Global Counter-Terrorism Strategy and its subsequent reviews; the UN Secretary-General's Plan of Action to Prevent Violent Extremism; and the Women, Peace and Security Agenda, composed of SCR 1325 (2000) and subsequent nine SCRs,[4] and the overarching human rights treaties and other relevant human rights instruments including but not limited to the Convention on the Elimination of All Forms of Discrimination Against Women (1979), the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (1984), and the Convention on the Rights of the Child (1989), as well as the Human Rights Due Diligence Policy

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[3] UNOCT Branches consist of the Office of the Under-Secretary-General (OUSG); the United Nations Counter-Terrorism Centre (UNCCT); the Special Projects and Innovation Branch (SPIB); the Policy, Knowledge Management and Coordination Branch (PKMCB); and the Strategic Planning and Programme Support Section (SPPSS). The Office has programme offices in Hungary, Morocco, the State of Qatar and Kenya, in addition to field presences in Central Asia, the Sahel, South-East Asia, South Asia, the Middle East and Europe.

[4] S/RES/1325 (2000); S/RES/1820 (2008); S/RES/1888 (2009); S/RES/1889 (2009); S/RES/1960 (2010); S/RES/2196 (2013); S/RES/2242 (2015); S/RES/2467 (2019); S/RES/2493 (2019)

(2011) and the reports of the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism.

- Implement the necessary institutional arrangements to **exceed the requirements within the UN System-wide Action Plan** on Gender Equality and the Empowerment of Women (UN-SWAP) 2.0[5] and support UNOCT's Gender Parity Implementation Plan[6] in achieving the targets set in the UN System-wide Strategy on Gender Parity.[7] This Policy, however, will focus primarily on the substantive integration of gender into UNOCT's activities. For a detailed strategy on achieving gender parity within the Office, please refer to the aforementioned Gender Parity Implementation Plan.

2. Background − UNOCT's Gender Mandate

Gender equality is one of the founding principles of the United Nations, as the organization's Charter highlights, in its first article, the purpose of achieving international cooperation and promoting and encouraging respect for human rights and fundamental freedoms for all, "without distinction as to race, sex, language, or religion".[8] The Universal Declaration of Human Rights also emphasizes how these are to be enjoyed by all, "without distinction of any kind, such as race, colour, sex, language, religion".[9] The UN took further strides in establishing gender equality through the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), which called Member States to condemn "any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field."[10] Furthermore, gender equality is also central to all contemporary efforts of the United Nations. The Sustainable Development Goals (SDGs), adopted by all Member States in 2015 and a central part of the UN's mandate throughout its different bodies, encompass the fight to "achieve gender equality and empower all women and girls" (SDG 5), and the goal to "significantly reduce all forms of violence", measured in a gender-disaggregated manner, and including the reduction of the "proportion of young women and men […] who experienced sexual violence […]" (SDG 16).

Building on the UN's mandate on peace and security, recognizing the importance of the balanced implementation of the United Nations Global Counter-Terrorism Strategy (GCTS),

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5   UN-SWAP 2.0

6   UNOCT, Implementation Plan of the Secretary-General's System-Wide Strategy on Gender Parity 2021 Update, 2020

7   UN System-wide Strategy on Gender Parity

8   United Nations, 'Charter of the United Nations' (1945), art. 1

9   United Nations, 'Universal Declaration of Human Rights', A/RES/217A(III) § (1948), art. 2, https://undocs.org/en/A/RES/217(III).

10 United Nations, 'Convention on the Elimination of All Forms of Discrimination against Women' (1979), https://www.un.org/womenwatch/daw/cedaw/text/econvention.htm.

and inheriting the Organization's concern for gender equality, UNOCT was established by the General Assembly through resolution 71/291 in June 2017 to provide leadership on the General Assembly counter-terrorism mandates, enhance coordination and coherence within the United Nations system, and strengthen the delivery of counter-terrorism capacity-building assistance to Member States. Its mandate requires "reflecting a clear balance and emphasis across all four pillars" of the aforementioned strategy, and "promoting a 'whole of society' approach to countering terrorism and preventing violent extremism, drawing on the expertise of the United Nations in a wide variety of issues, including human rights, gender and development."[11]

Gender mainstreaming is essential for UNOCT to fulfil its mandate given its role to promote the effective implementation of the GCTS and its subsequent review resolutions[12], which include the call to integrate a gender analysis on the drivers of radicalization of women and men to terrorism,[13] to consider the impacts of counter-terrorism strategies on women's human rights and women's organizations, to enhance cooperation to prevent and combat terrorism in a human rights-based and gender-responsive manner[14], and to seek "greater consultations with women and women's organizations when developing strategies to counter-terrorism and violent extremism conducive to terrorism"[15].

UNOCT bases its understanding of gender mainstreaming on the definition by the United Nations Economic and Social Council (ECOSOC), in its agreed conclusions 1997/2, which refers to "(…) the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels."[16] Such a process, properly handled, serves to ensure that the specific circumstances, needs and experiences of persons of different genders are fully considered when developing and implementing programmes and policies and in doing so, there is respect for the human rights and contributions of women and men, boys and girls. Further, it is a fundamental part of the initial planning of policy priorities, project design, implementation, monitoring, and evaluation so that CT/PCVE programming is most effective, all genders benefit from it, and gendered harms are minimized, with the ultimate goal of achieving gender equality.[17] Mainstreaming gender perspectives, therefore, encompasses considerations of the impact on women, men, boys and girls, both in the process as well as in the substance of designing, implementing, monitoring and evaluating initiatives.

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[11] United Nations General Assembly, A/RES/71/291, Capability of the United Nations System to Assist Member States in Implementing the United Nations Global Counter-Terrorism Strategy', Report of the Secretary-General § (2017), https://undocs.org/pdf?symbol=en/a/71/858.

[12] A/RES/60/288; A/RES/62/272; A/RES/64/297; A/RES/66/282; A/RES/68/276; A/RES/70/291; A/RES/72/284; A/RES/75/291

[13] United Nations General Assembly, 'A/RES/75/291 The United Nations Global Counter-Terrorism Strategy: Seventh Review', A/RES/75/291 § (2021), https://undocs.org/en/A/RES/75/291.

[14] United Nations General Assembly.

[15] United Nations General Assembly, 'A/RES/72/284 The United Nations Global Counter-Terrorism Strategy Review', A/RES/72/284 § (2018), https://undocs.org/pdf?symbol=en/A/RES/72/284.

[16] United Nations Economic and Social Council for 1997, 'A/52/3 Report', 18 September 1997, chap. VI, https://www.un.org/womenwatch/osagi/pdf/ECOSOCAC1997.2.PDF.

[17] Adapted from United Nations Economic and Social Council for 1997, 'A/52/3 Report', 18 September 1997, chap. VI, https://www.un.org/womenwatch/osagi/pdf/ECOSOCAC1997.2.PDF.

As highlighted in UNSCR 2242 (2015) and other relevant United Nations Security Council resolutions and reports of the Secretary-General, integrating gender equality within CT/PCVE projects, programmes and policies requires: "recognizing the differential impact on the human rights of women and girls of terrorism and violent extremism, including in the context of their health, education, and participation in public life"[18]; understanding the "many different roles, including as supporters, facilitators, or perpetrators" that women may assume with regards to terrorist acts as well as the fact that "women are impacted both by violent extremist and terrorist groups as well as the strategies used to counter them, which can result in their being squeezed between terror and anti-terror";[19] and addressing the ways terrorist and violent extremist groups "use the promise of marriage and access to sex to incentivize recruitment of men and boys, engage in trafficking and other gendered practices that promote and reinforce violent masculinities, perpetuate sexual and gender-based violence and the persecution of individuals on the basis of their sexual orientation or gender identity and […] continue to demonstrate foundational ideologies and cultures of violent misogyny".[20] Mainstreaming gender considerations across CT/PCVE acknowledges the enhanced vulnerability of women and girls in conflict-affected contexts, while also understanding and addressing the ways men and boys of diverse sexual orientations, gender identities and expressions of masculinities are impacted and impact violent extremism and terrorism, as well as efforts to counter and prevent those.

Effectively mainstreaming gender perspectives requires its integration within programming and policymaking processes, such as in the design, consultation, planning, monitoring, delivery, and evaluation of interventions. This means ensuring mechanisms and processes mandated to prevent and respond to violent extremism conducive to terrorism have the necessary gender expertise;[21] engaging in "consultation and engagement with women's civil society organizations, peacebuilders and activists";[22] ensuring "the participation and leadership of women and women's organizations" in the development of strategies to counter terrorism and violent extremism conducive to terrorism,[23] investing "in substantive local research on women's perspectives on and experience with designated terrorist or violent extremist groups",[24] and "increasing the availability of data disaggregated by sex and age".[25] This Policy aims to set the foundations for UNOCT to comply with these requirements.

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[18]   United Nations Security Council, 'S/RES/2242 (2015)', S/RES/2242 § (2015), https://undocs.org/pdf?symbol=en/S/RES/2242(2015).

[19]   United Nations Secretary-General, 'S/2015/716 Report of the Secretary-General on Women and Peace and Security' (United Nations, 16 September 2015), https://undocs.org/S/2015/716.

[20]   United Nations Secretary-General, 'S/2018/900 Report of the Secretary-General on Women and Peace and Security' (United Nations, 9 October 2018), https://undocs.org/S/2018/900.

[21]   United Nations Secretary-General, 'S/2015/716 Report of the Secretary-General on Women and Peace and Security', 7.

[22]   United Nations Secretary-General, 'S/2019/800 Report of the Secretary-General on Women and Peace and Security' (United Nations, 9 October 2019), 800, https://undocs.org/S/2019/800.

[23]   United Nations Security Council, S/RES/2242 (2015).

[24]   United Nations Secretary-General, 'S/2019/800 Report of the Secretary-General on Women and Peace and Security'.

[25]   United Nations Secretary-General, 'S/2018/900 Report of the Secretary-General on Women and Peace and Security', 900.

3. Guiding Principles

UNOCT's gender mainstreaming approach is grounded in the guiding principles articulated below.

a. A Human Rights-Based Based Approach to Gender Mainstreaming

UNOCT pursues a human rights-based approach to gender and CT/PCVE, recognizing the differential impact that terrorism and violent extremism conducive to terrorism, as well as CT/PCVE, have on the human rights of women and men. The Office also recognizes that this differential impact is not only influenced by sex and gender, but includes intersectional factors such as nationality, age, religious beliefs, sexual orientation, race, ethnicity, geographic origin, physical and/or mental ability, and socio-economic status. As such, UNOCT is committed to furthering policy and programme design and implementation informed by research and analysis of gaps in the realization of the human rights of different groups of populations.

b. Considering Intersectional Identity Factors in Programming and Policy Development

UNOCT follows an intersectional approach to gender and CT/PCVE, which recognizes how gender is interdependent with other identity factors such as nationality, age, belief, sexual orientation, race, ethnicity, geographic origin, ability, socio-economic status, and other identity factors, and combinations thereof. In doing so, it acknowledges that an intersectional approach contributes to gender-responsive and human-rights compliant CT/PCVE by supporting a diverse and comprehensive understanding of the underlying dynamics that shape the experiences, challenges and impacts of terrorism, violent extremism conducive to terrorism, and related responses, on different subsets of the population.

c. Women and Men, including Youth, are Active Agents of Change

UNOCT aligns itself with the notion that the Sustainable Development Goals (SDGs) can only be achieved when all people have opportunities to accomplish their aspirations and fulfil their potential, and when their knowledge and contributions are valued and mobilized. It views all persons – women, men, and non-binary identities - as agents of change and thus focuses on ensuring that those marginalized are empowered and have the agency to make decisions over their lives and participate in the development of their societies. As such, interventions supported by UNOCT will strive to empower and support different subgroups of the population of different genders, ages, and backgrounds, as well as to close gender gaps in the fields related to CT/PCVE.

d. Applying a Whole of Society Approach

UNOCT supports a 'whole of society' approach to CT/PCVE to enable a multi-dimensional response to terrorism and the underlying spread of violent extremism, drawing on the expertise of the United Nations in a wide variety of issues, including human rights, gender

and development.[26] It also acknowledges the important role of partnering with international organizations, civil society organizations, governmental institutions focused on women's human rights and gender equality, research centers, and local and national governments in addressing structural issues conducive to terrorist radicalization, as well as mainstreaming gender and human rights across CT/PCVE initiatives.

e. Combating Gender Bias in CT/PCVE

UNOCT is committed to combating gender biases that are pervasive in CT/PCVE. As such, it supports the deconstruction of stereotypical linkages between masculinities and violence, and femininities and peace, and furthers a context-based understanding of gender roles and dynamics. It also promotes CT/PCVE efforts that are evidence-based and aims to ensure that CT/PCVE initiatives are not informed by intersectional biases, such as those related to nationality, age, religious beliefs, sexual orientation, race, ethnicity, geographic origin, physical and/or mental ability, and socio-economic status.

f. Interventions and Policies based on Context-specific Analyses

Context-specific analyses and interventions support the effectiveness and relevance of initiatives by enabling a more comprehensive understanding of local realities and needs. Considering that UNOCT works in partnerships with Member States and in a wide range of countries and regions, this Policy supports a context-based approach that is responsive to how local gender relationships, stereotypes, power distributions, inequalities, discrimination, and access to services and resources contribute to radicalization to violence and engagement with terrorism, as well as to how these are impacted by CT/PCVE interventions.

g. Applying a Do No Harm Approach

UNOCT follows the principle of 'do no harm', which is centred around preventing and mitigating negative impacts of CT/PCVE on affected populations. When applied to gender, 'do no harm' also means integrating gender into the risk assessment of initiatives. In anticipating how interventions could negatively impact women, men, boys and girls, and how they could reinforce existing gender inequalities or discrimination, the risk assessment supports the management and mitigation of gender-related risks and prevents unintended gendered harms.

4. Roles and Responsibilities

The Under-Secretary-General (USG) and the Deputy to the Under-Secretary-General (DUSG) are ultimately responsible for the implementation of this Policy. They will foster a culture of compliance and accountability to this Policy across UNOCT, as well as ensure adequate

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[26] United Nations Secretary-General, 'A/71/858 Capability of the United Nations System to Assist Member States in Implementing the United Nations Global Counter-Terrorism Strategy', Report of the Secretary-General, 3 April 2017, 71, https://undocs.org/pdf?symbol=en/A/71/858

funding and support for the gender mainstreaming activities outlined in this Policy's Action Plan. The USG and DUSG will oversee progress in all priority areas and will hold the Office accountable through performance evaluations, in line with international standards on human rights and gender equality, the Global Counter-Terrorism Strategy and relevant mandates set out by the UN Security Council and General Assembly. It is also recommended that annual reports on the progress against the Policy's goals are included in the compacts between USG and DUSG and between the USG and the United Nations' Secretary-General.

The Office of the Under-Secretary-General (OUSG), through its Front Office and in partnership with the Gender Unit, checks whether gender considerations are reflected when performing its function of quality control and assurance of UNOCT activities, services and products. Its Communications Unit supports enhancing the visibility of UNOCT's efforts in gender mainstreaming and its Evaluation and Compliance Unit ensures the integration of gender mainstreaming into the design and delivery of evaluations of UNOCT programmes and projects, according to UNEG standards. The Resource Mobilization and Donor Relations Section (RMDRS) of OUSG supports the development of UNOCT's Resource Mobilization Strategy for Gender and overall UNOCT's fundraising efforts for gender responsive initiatives. The OUSG works with the Gender Unit to perform the above functions and to ensure UNOCT SOPs are gender responsive.

The Heads of Branches are responsible for holding their teams accountable for implementing this Policy and its Action Plan and to include gender equality and women's empowerment as an area for performance evaluation. Heads of Branches will ensure that Gender Focal Points within their teams formally allocate 20% of their time to the function, and that their work as Focal Points contributes to their evaluations and further career opportunities.

The Programme Management Unit (PMU) ensures that gender is mainstreamed in the monitoring of all programmes and projects, consulting with the Gender Unit for quality assurance. The PMU will will support monitoring the progress of the implementation of this Policy's Action Plan, and the consolidation into a central gender database of the gender-disaggregated data collected throughout the Office, including qualitative data capturing gender results from programme and project implementation.

The Strategic Planning and Programme Support Section is responsible for tracking the financial allocation for gender responsive programmes, projects, initiatives and activities, ensuring, monitoring and reporting on gender parity in human resources, and supporting the implementation of the Gender Parity Implementation Plan as detailed in the section 6.3 'a'.

The Gender Focal Points (GFPs), in close coordination with the Gender Unit, will support their teams to integrate substantive elements on gender equality within their areas of work, and to identify thematic and geographic areas within projects and programmes which could benefit from gender-dedicated interventions. They will also collaborate with the Gender Unit in providing technical assistance and quality assurance on gender mainstreaming efforts within their areas of expertise. It is also within the responsibilities of the GFPs to support the monitoring of the implementation of this Policy within their teams and areas of work, as well as to attend periodic meetings and capacity-building initiatives organized by the Gender Unit

or others which are relevant for performing their roles as GFPs.

The Gender Adviser and Head of the Gender Unit will coordinate UNOCT's gender mainstreaming efforts. This includes coordinating the Gender Task Force; developing and deploying targeted capacity-building initiatives on gender equality, CT/PCVE and related topics; providing and coordinating technical assistance on gender equality and women's empowerment to the teams across UNOCT; collaborating on resource mobilization for gender equality related initiatives; providing strategic advice to Senior Management regarding gender mainstreaming within UNOCT policy, coordination, capacity-building, resource mobilization, and visibility functions, including monitoring, evaluation and reporting. Furthermore, the Gender Adviser with the support of the Gender Unit performs an oversight role, integrating gender expertise into the Programme Review Board (PRB) process; monitoring the implementation of the gender markers; and monitoring and reporting on the progress against the Policy's goals. The Gender Adviser, with the support of the Gender Unit, participates in UN interagency coordination mechanisms related to gender equality and the empowerment of women and the Women, Peace and Security agenda. The Gender Adviser also participates in academic and practitioner networks within and external to the UN to ensure UNOCT's visibility within these fora and that the Office is up to date with the most recent research and thinking on gender within the realms of CT/PCVE.

All staff will integrate initiatives to foster gender equality and the empowerment of women within their tasks and responsibilities in accordance with and as outlined by this Policy; will engage in the capacity building opportunities on gender and CT/PCVE offered by UNOCT; and will familiarize themselves with the content of this Policy and Action Plan, as well as participate in capacity strengthening initiatives on gender and CT/PCVE. Programme managers have primary responsibility for ensuring that gender considerations are mainstreamed in their respective programmes/projects.

For the relevant actions regarding the Roles & Responsibilities, see Annex I, item 'I'.

5. Accountability Mechanisms

a. **Gender Mainstreaming Policy's Action Plan**

The Annex I of this Policy encompasses an Action Plan which defines goals and targets for the priority areas outlined in the Policy. These are to be achieved by 2024, when a final evaluation on the implementation of this Policy will be conducted, under the guidance of the UNOCT evaluation officer, to assess the progress made and inform the development of an updated Gender Mainstreaming Policy and a new Action Plan. For the relevant actions, see Annex I, item 'II. a'.

b. **United Nations System Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP 2.0)**

A further accountability mechanism against which UNOCT will report its progress in

gender mainstreaming is the UN SWAP 2.0. The Office will report against the UN SWAP 2.0 goals and indicators on an annual basis, aiming to achieve 'Exceed Expectations' on all of the relevant indicators by 2024. The results from the [report from 2020](#) will serve as the baseline against which results will be measured. For the relevant actions, see Annex I, item 'II. b'.

c. Senior Management Team (SMT) meeting

The Senior Management Team (SMT) meeting will serve as the steering committee on gender equality and the empowerment of women responsible for ensuring the implementation of the Gender Mainstreaming Policy. The SMT will hold quarterly reviews on the progress of implementing the Policy's Action Plan, and the Gender Adviser will provide standing agenda items for discussion in the regular SMT meetings. For the relevant actions, see Annex I, item 'II. c'.

d. Programme Review Board (PRB)

The Gender Adviser, who shall be an *ex officio* member of the PRB Secretariat, will review project and programme proposals being made to the PRB, assessing the adequacy of the gender marker, gender analysis, level of gender mainstreaming, and budget allocations to gender equality ensuring these elements meet the quality criteria set forth in this Policy before project or programme approval. For the relevant actions, see Annex I, item 'II. d'.

6. Priority Areas

The Policy builds on experiences from across UNOCT's branches and representations at the national and regional levels, and aims to address identified gaps as well as strengthen good practices. This section outlines the main priorities for gender mainstreaming within UNOCT, integrating the rationale as well as the actions expected within each area of activity. The Gender Unit, the relevant Gender Focal Points as well as dedicated gender experts, will assist in the designing and rolling out of the below initiatives, in order to ensure that they are gender-responsive and inclusive. For more details on the actions, responsibilities and means of verification, please refer to Annex I, Action Plan.

6.1   Mainstream Gender Perspectives in Programmatic and Policy Performance Areas

As outlined in the background section, UNOCT adopts the ECOSOC definition of **gender mainstreaming.** This means integrating gender across all stages of work related to UNOCT's core functions of policy leadership, coordination, capacity-building, and visibility, advocacy and resource mobilization, as well as within the functioning of the Office. Regarding programmatic and policy performance areas, gender mainstreaming encompasses substantive gender considerations within consultation, design, planning, delivery,

assessment, evaluation and reporting of initiatives. The below sections detail the actions expected in the process:

a. **Context-Based Gender Analysis**

Gender analysis is the first step in gender mainstreaming, and consists of the systematic attempt to collect, identify, and analyze information on the experiences and living conditions of women, men, girls and boys in a given context, and how these relate to the subject matter of the programme or policy. It includes local gender dynamics, prevailing values and inequalities, relevant legislation, levels of access to services and infrastructure, and other relevant context-based factors, depending on the specific thematic and/ or geographic area. Gender analysis is part of the baseline assessment and its results are used to guide the initiatives from the design to reporting stages, so that these are based on a comprehensive understanding of the relevant gender dynamics, and in consequence, become better equipped to succeed in countering and preventing violent extremism and terrorism and mitigating potential gendered harms.

UNOCT will conduct context-specific gender analysis for all its programmatic and policy work, using its results to inform consultations, design, planning, delivery, assessment, evaluation and reporting of initiatives. As a result of this analysis, substantive considerations on gender will be included in all relevant programme or project documentation and will be integral to all scoping missions and needs assessments. Compliance with this requirement will be compulsory and evaluated by the PRB Secretariat prior to programme or project approval, and during programme or or project evaluations. For the relevant actions, see Annex I, item '1. a'.

b. **Inclusive Stakeholder Consultations**

Holding inclusive stakeholder consultations and meaningfully including their results in capacity-building and policy work is essential for CT/PCVE initiatives to be gender-responsive and human-rights based. Consulting with civil society organizations, women's groups, youth groups, human rights defenders, peacebuilders, practitioners, researchers, and other relevant stakeholders, supports the context-specific understanding of the security and other relevant needs of women, men, boys and girls, and allows for their voices and priorities to be reflected in CT/PCVE policies and programmes. These consultations can provide a more comprehensive understanding of the issues to be addressed; identify alternative entry points, unforeseen risks, and protection needs; as well as offer substantive support in building legitimacy and trust for the implementation of initiatives.

UNOCT will hold consultations with relevant non-governmental stakeholders, such as civil society organizations, women's groups, human rights defenders, peacebuilders, practitioners and researchers, during the design and implementation stages of its programmatic and policy work, and in accordance with the Office's Civil Society

Engagement Strategy.[27] In particular, UNOCT Programme Offices and individual field presences will also play an important role in identifying and engaging with civil society, women's groups and other practitioners at the regional and national levels. It will do so through an inclusive and gender-responsive manner, creating enabling environments that are free of gender and intersectional biases and applying the necessary measures so that the participants are not put at risk. The outputs of these consultations will be used to inform initiatives throughout all the relevant stages, such as design, implementation, and evaluations. For the relevant actions, see Annex I, item '1. b'.

c. Women's Participation and Leadership

Women are notoriously underrepresented in the security field, and especially so in positions of leadership. Failing to involve women, however, undermines their ability to contribute to initiatives that impact their lives and communities. This lack of diversity in decision-making also negatively impacts policies and programmes, as they fall short of incorporating a broader range of relevant experiences and viewpoints. Hence, the inclusion and meaningful participation of women in CT/PCVE is fundamental to the full realization of their human rights and for more effective programming and policies.

UNOCT will further strengthen women's roles as meaningful stakeholders and leaders in the CT/PCVE sphere by consistently raising awareness and support for gender equality amongst Member States; building women's capacity on CT/PCVE so they can compete for leadership positions on equal footing; and sharing the voices of women experts in the events it organizes. The Office will also leverage its role as policy advisor, programme convener and chair of the UN Global Counter-Terrorism Coordination Compact to call for the full implementation of UNSCR 2242 (2015) o.p. 13 on ensuring the participation and leadership of women and women's organizations in developing CT/PCVE initiatives. For the relevant actions, see Annex I, item '1. c'.

d. Gender Responsive Events and Training Sessions

Events and training sessions are essential to UNOCT's efforts to build awareness and the capacity of diverse stakeholders on key areas of CT/PCVE, set the agenda and CT/PCVE priorities in a gender-responsive and human rights-based manner, and also to deliver on the Office's unique contribution of embedding the UN's mandate on gender and human rights into the CT/PCVE sphere. As such, it is essential that all UNOCT's events, such as seminars, workshops, training sessions, conferences, and panels, are mindful both of achieving gender parity in participants and speakers, as well as including substantive issues related to gender equality and women empowerment in their planning, execution, reporting and evaluation.

UNOCT will ensure that considerations on gender equality are included: a) in the agenda and integrated into the diverse thematic areas of its events, and b) in dedicated topics and interventions. The Gender Adviser will be consulted on the agenda of high-level

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[27]   UNOCT, Civil Society Engagement Strategy, 2020.

events with due anticipation to ensure the implementation of both considerations. The Office's events will also include women as organizers, speakers, and participants, as well as gender experts (women or men) who can speak to the gendered perspectives of the issues under discussion. The targets for the numerical participation of women will be context-specific but will strive for gender parity. In cases where the organizers deem gender parity not achievable, the Gender Adviser will be consulted for advice. The Office will also ensure equal opportunities for women, including young women, to participate meaningfully, such as encouraging and endorsing women's participation, employing protocols for balanced participation, and ensuring accessibility to all participants. Reports on events will include the substantive gender matters discussed, as well as include data on the speakers and participants in a gender-disaggregated manner. Finally, assessment and evaluation of events will include considerations on gender equality and setting up an enabling environment for women's participation. For the relevant actions, see Annex I, item '1. d'.

e. Gender Marker System

The gender marker system provides a mechanism for UNOCT to assess the gender-responsiveness of its projects and programmes. The Office employs a four-point scale gender marker system, in alignment with UN CEB guidance and the UNSDG Guidance[28], as further detailed in UNOCT's Gender Mainstreaming Guidelines. The application of the gender marker is also directly related to appropriate financial allocations, as detailed below in ´Financial Resource Tracking and Allocation´.

- **Marker 0:** the project is not expected to make any contribution to gender equality, empower women, and/or address women's specific needs;
- **Marker 1:** the project is expected to make a marginal contribution to gender equality, empower women, and/or address women's specific needs;
- **Marker 2:** the project integrates gender mainstreaming considerations throughout and is expected to make a significant contribution to gender equality, empower women, and/or address women's specific needs;
- **Marker 3:** the project's primary objective is to is promote gender equality, empower women, and/or address women's specific needs.

UNOCT's aim is for all its projects and programmes to be well gender-mainstreamed, that is, with substantive considerations to gender throughout and based on gender analysis. This is achieved at Gender Marker 2 or above. In 2020, 30% of the assessed projects and programmes complied with this requirement.

In order to achieve substantive gender mainstreaming within programmatic activities, UNOCT will ensure the application of a gender marker for every project and programme.

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[28] United Nations Guidance note on coding definitions for gender equality markers (UN CEB) and Gender equality marker – Guidance note (UNSDG) and

The marker will be first defined by the programme teams, with technical assistance from the Gender Unit, if required. The adequacy of the gender marker as to the project or programme design will then be further reviewed by the PRB Secretariat before being submitted for PRB approval. The Gender Unit will implement yearly gender marker evaluations, setting the goal of 50% of programmes and projects at Gender Marker 2 or above by 2023, and 80% by 2024. These targets will be further adjusted upon the reassessment of this Policy and its Action Plan in 2024. For the relevant actions, see Annex I, item '1. e'.

f. Monitoring & Evaluation (M&E) and Reporting

Mainstreaming gender in the M&E and reporting functions is essential to ensure that programmes and projects are designed in a gender-responsive manner and that they are capable of measuring progress towards goals on gender equality and the empowerment of women. Thus, it is essential that the logical frameworks integrate gender throughout, encompassing not only the numerical participation of women, but also substantive issues related to gender equality and women's empowerment in the subject matter at hand. The means of verification should also be built upon baselines that are informed by gender analyses, and the indicators employed to measure gender results should be specific, measurable and, whenever possible, disaggregated by gender and age. Additionally, it is important to integrate gender into the risk assessment of initiatives, so as to ensure that gender-related risks are monitored and mitigated, and that the project or programme is not inadvertently causing gendered harms. Finally, mainstreaming gender in the reporting ensures that gender results will be made known to relevant stakeholders, raising their awareness as well as inviting their participation and suggestions to achieve gender-transformative results.

UNOCT will mainstream gender perspectives through monitoring, evaluation and reporting of all its programmes and projects. The gender-responsiveness of the logical framework of initiatives will be assessed at the initiation phase by the PRB Secretariat, which will include gender expertise. Gender-responsiveness will also be evaluated at mid-term reviews as well as at project closures, and according to the criteria established in the UNOCT's Evaluation Policy, which is aligned to UNEG's criteria.[29] Finally, the Gender Unit will undertake yearly Gender Assessments, which will consider gender mainstreaming within projects and programmes' implementation in line with their M&E frameworks. For the relevant actions, see Annex I, item '1. f'.

6.2 Strengthen UNOCT's Institutional Capacity to Deliver Results on Gender Equality and the Empowerment of Women

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[29] Guidance on Evaluating Institutional Gender Mainstreaming (UNEG); Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance

a. Internal Capacity for Gender Mainstreaming

To fulfil its mandate on gender, UNOCT must have the adequate internal capacity to meaningfully mainstream gender equality and the empowerment of women in its strategic direction, programming, policy advice, coordination, advocacy, leadership, and resource mobilization efforts. This capacity includes dedicated gender specialists staffing the Gender Unit, CT/PCVE thematic specialists with substantive knowledge on gender composing the Gender Task Force, as well as the general capacity from the whole Office to understand how gender relates to CT/PCVE and to their functions.

During the office-wide consultations on gender mainstreaming conducted in December 2020, a common issue brought up by the participants was the lack of dedicated and practical knowledge materials on gender and CT/PCVE. In order to build and enhance UNOCT's capacity on gender mainstreaming, the Gender Unit, through the roll-out of its two-year action plan, will develop and deploy office-wide training on gender and CT/PCVE as well as dedicated training sessions for the Gender Task Force. The Unit will also organize and distribute knowledge and learning resources relevant to mainstreaming gender in CT/PCVE through the development of a toolkit. For the relevant actions, see Annex I, item '2. a'.

b. Gender Task Force

The Gender Task Force (GTF) is composed of Gender Focal Points (GFPs) from all branches and areas of UNOCT. Their role is to support the gender mainstreaming efforts of their teams, provide technical assistance as well as expert advice on their areas of expertise, and support the implementation of this Policy and Action Plan.

The Gender Task Force will comply with the requirements from the UN-SWAP 2.0 on Gender Architecture, which entail Gender Focal Points at the P-4 level and above, from all branches and areas of UNOCT. In exceptional circumstances, GFPs will be accepted at the P-3 level. Efforts will be made to ensure gender balance in the composition of the Gender Task Force. All GFPs will formally allocate 20 percent of their time to their functions as GFPs. The terms of reference for their functions, their performance evaluations, and their career advancement opportunities, will take into consideration their role as Focal Points. The GFPs will also receive training on gender mainstreaming and women's empowerment in CT/PCVE, and management support in order to integrate their role into their regular work. For the relevant actions, see Annex I, item '2. b'.

c. Technical Assistance

A Gender Adviser with a full-fledged, well-resourced, and well-positioned Gender Unit is essential to coordinate gender mainstreaming efforts across UNOCT, offer technical assistance to the teams on how to meaningfully integrate gender into their activities, as well as to ensure and promote quality, coherent, relevant and human-rights-based gender mainstreaming initiatives in the Office. The areas of technical assistance offered by the Gender Unit include providing expert advice for gender mainstreaming in policy and programme cycles; integrating gender expertise into the PRB Secretariat and advise on

context-based gender analysis and substantive gender elements integrated into the results frameworks of each new project and programme; reviewing and monitoring the application of the Gender Marker; reviewing the financial allocation for gender; supporting the monitoring, evaluation, reporting and assessment of programmatic activities; supporting resource mobilization for gender; developing and implementing dedicated capacity-building projects; and supporting the development of internal and external partnerships.

In line with the Secretary General's recommendations made in his 2015 Women, Peace and Security Report,[30] UNOCT will strive to ensure that the Gender Unit has the posts and budget it needs to carry out its assigned tasks, including the provision of the Office's internal technical assistance on gender equality. UNOCT will also place the Gender Unit within its structure in a way that ensures its equal reach across the Office, as well as the full exercise of its independent oversight functions. Moreover, UNOCT will meaningfully integrate the Gender Unit within the PRB process, so that every project and programme go through a stage of quality assurance on gender before approval. Finally, while UNOCT senior management has overall responsibility for the implementation of the Gender Policy, the Gender Unit is the sole coordinator of the gender mainstreaming efforts across the Office, to ensure its quality and coherence, as well as to avoid potential gender-negative outcomes. For the relevant actions, see Annex I, item '2. c'.

d. Gender Parity and Enabling Environment

Women and men have the right to equal opportunities. While fundamentally a right, achieving gender parity is also increasingly necessary to ensure UN's efficiency, impact and credibility, as greater diversity is directly correlated in both public and private sectors with significant gains in operational effectiveness. UNOCT is committed to implementing the UN Gender Parity Strategy,[31] and will continue working to maintain gender parity at the General Service and Professional staff levels, while also achieving it at the D level. Beyond achieving quantitative goals, UNOCT is concerned with fostering an inclusive workplace and creating an institutional culture that encourages equal opportunities.

UNOCT will continue working towards achieving gender parity at all levels and fostering an enabling environment for women's meaningful participation and leadership through its Inclusion Working Group, and by implementing the UN's System-Wide Strategy on Gender Parity, the Enabling Environment Guidelines for the United Nations System,[32] and its Gender Parity Implementation Plan, which falls under the responsibility of SPPSS. A Focal Point for Women will be nominated to collaborate with the Gender Unit in supporting SPPSS in the implementation of these UN standards by assisting in enhancing women's inclusion and empowerment within human resources management processes, such as recruitment, retention, and promotion. SPPSS will also foster an enabling

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[30] The Secretary General recommended the United Nations to strengthen gender capacity at senior levels in Headquarters and field missions. S/2015/716, page 53 OP 167

[31] United Nations, 'System-Wide Strategy on Gender Parity' (2017).

[32] United Nations, 'Enabling Environment Guidelines for the United Nations System', 2019.

environment for men and women in the Office through regularly disseminating information on flexible work arrangements, family-friendly policies and common standards of conduct, as per the Enabling Environment Guidelines. For the relevant actions, see Annex I, item '2. d' and UNOCT's Implementation Plan of the Secretary-General's System-Wide Strategy on Gender Parity.

e. Leadership

Mainstreaming gender equality and the empowerment of women in CT/PCVE requires political will and a strong leadership commitment. Whereas a bottom-up approach to integrating gender is important for the effective implementation of the Policy, building support for its correct implementation and sustainability rely on the commitment and accountability of the leadership.

UNOCT leaders will champion gender mainstreaming within their areas of management; promote substantive discussions on how to integrate gender perspectives; publicly and internally promote gender equality and the empowerment of women within their statements and speeches, in their engagements with Member States, as well as in Executive Committee (EC) / Deputies Committee (DC) and Senior Management Group (SMG) meetings; challenge gender biases and discrimination; promote gender balance and equal opportunities within their work areas; as well as consider gender-specific initiatives within the work of their branches, sections and units. Senior management will also proactively promote the implementation of the Gender Mainstreaming Policy across the Office. The Gender Unit will support senior management by providing continued support on gender mainstreaming in CT/PCVE, through tailored technical assistance. The progress on leadership commitment and accountability will be measured against the accountability mechanisms mentioned in section 5. For the relevant actions, see Annex I, item '2. e'.

6.3 Ensure Adequate Funding for Gender Mainstreaming

a. Financial Resource Tracking and Allocation

In his report on Women, Peace and Security S/2015/716 (2015), the Secretary-General recognized how security threats would not be eliminated without the well-resourced participation of women, thus calling for a 15 per cent financing target for women's specific needs and gender equality to be applied to all projects to address new peace and security threats, including violent extremism. To comply with the Secretary General's call for a 15 per cent financing target for gender, UNOCT will develop a dedicated financial resource tracking and allocation tool, aligned with the UMOJA IPMR gender marker system, which will be integrated into the Office's programming budget. A first baseline assessment of current funding allocation for gender will be executed in 2022 by the Gender Unit and SPPSS. These results will inform the setting of yearly targets, with the final objective of achieving 15 per cent of the programming budget dedicated to gender-responsive initiatives.

The criteria for the expenditure of the dedicated 15 per cent will encompass **I.** the complete costs related to maintaining a well-staffed and well-resourced Gender Unit, as well as all the costs related to initiatives coordinated by the Unit; **II.** the complete costs of projects and programmes rated as being at Gender Marker 3 by the PRB Secretariat; **III.** all the costs of gender-dedicated outcomes within projects rated as being at Gender Marker 2 by the PRB Secretariat; **IV.** partial costs of activities not dedicated to gender, but with gender outputs (for example, the costs for developing a module on gender for a training session, the costs for developing a gender analysis within a scoping assessment).

The Gender Unit will be directly involved in the allocation of these funds and will define on an ad-hoc basis, along with the project teams, the percentage of gender-dedicated funds to be allocated for activities under circumstance **IV.** For the relevant actions, see Annex I, item '3. a'.

b. Enhanced Resource Mobilization for Gender Equality

As an institution financed almost exclusively by extra-budgetary funds from Member States, resource mobilization is central to UNOCT. As such, it is essential that the Office dedicates effort to raise awareness among donors on the importance of gender mainstreaming in achieving effective and efficient CT/PCVE results, and that more resources are earmarked for gender-responsive initiatives, including the pursuit of joint resource mobilization with other UN entities.

UNOCT will raise gender resource and other issues in its engagements with Member States. Gender will also be mainstreamed in donor reports. The Gender Unit and the relevant Gender Focal Points will provide technical assistance for these activities. The Gender Unit, supported by OUSG, will also develop and implement a resource mobilization strategy within the scope of this Policy's Action Plan. For the relevant actions, see Annex I, item '3. b'.

6.4   Enhance Partnership Development for Gender Equality

a. Partnership Development for Gender

The development of strategic partnerships plays a central role in the success of CT/PCVE initiatives. Expanding existing partnerships is also essential for effectively mainstreaming gender within CT/PCVE efforts, as it facilitates a more participative approach, and leads to UNOCT and its partners having enhanced capacities and access to a diversified network of specialists and stakeholders.

UN Entities: UNOCT will mainstream gender across all its inter-agency coordination activities; participate in inter-agency coordination mechanisms dedicated to gender equality, the empowerment of women, and the eradication of sexual violence in conflict; jointly develop and implement gender-responsive and gender-dedicated, locally contextualized initiatives with other UN entities composing these mechanisms; and will

proactively partner with relevant UN entities, including UN Women[33], CTED, UNODC, UNDP, O-SRSG-SVC and others, in developing and implementing gender-responsive and gender-dedicated initiatives. The Gender Adviser, supported by the Gender Unit, will act as the technical focal point of collaboration and coordination with UN Women, and will represent UNOCT in the Counter-Terrorism Compact Working Group on Ensuring Gender Sensitive Approaches to CT/PCVE.

Member States: UNOCT will partner with Member States, upon request, to provide technical assistance and support in the design and implementation of efforts to mainstream gender equality and the empowerment of women in CT/PCVE initiatives, including through capacity-building and awareness-raising activities.

Regional and International Organizations: UNOCT will engage with regional and international organizations to partner in the design and implementation of efforts to mainstream gender equality and the empowerment of women in CT/PCVE initiatives. The Office will also partner with these organizations for co-developing and implementing consultations, panels, and events.

Research Institutions: UNOCT's initiatives related to mainstreaming gender and other intersectional identities will be anchored on cutting-edge research and informed by networks of practitioners, researchers and academic institutions focused on gender and CT/PCVE. The Office will routinely consult with gender experts and will organize exchange sessions between project teams and researchers to inform and be informed by the latest relevant research.

Civil Society: Building upon UNOCT's Civil Society Engagement Strategy,[34] this policy aims to enhance the Office's engagement with CSOs, including women-led CSOs and national women's machineries, through consultations, partnerships, roundtables and participation in the events organized by the Office.

For the relevant actions, see Annex I, item '4. a'.

6.5	Promote Knowledge & Visibility on Gender Equality

a. **Knowledge Production & Learning**

Implementing evidence-based approaches to CT/PCVE initiatives is essential to ensure their efficacy and efficiency. Hence, UNOCT will leverage its capacity to produce evidence-based knowledge on gender-mainstreaming in CT/PCVE contexts and integrate this knowledge into products (e.g., UNOCT Connect & Learn Platform) aimed at enhancing

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[33]   An MOU was signed between the UNOCT and UN Women on 17 August 2021 to enhance collaboration on gender mainstreaming

[34]   UNOCT, Civil Society Engagement Strategy, 2020.

capacity and informing gender-responsive approaches.

The Gender Unit, supported by OUSG, SPPSS, PMU, and the programme and project teams, will coordinate the consolidation of gender-disaggregated data, as well as gender-responsive indicators from projects and programmes, into a gender database, so that gender-related results can be analysed and measured. The Unit will also organize repositories of good practices and coordinate the publication of evidence-based tools for internal and external capacity building. For the relevant actions, see Annex I, item '5. a'.

b. Enhance Visibility on Gender Equality

Enhancing visibility of UNOCT's efforts in gender mainstreaming will support the Office in raising awareness on the importance of gender-responsive approaches to CT/PCVE, reinforce the Office's public commitment to the UN Charter and to its mandate on furthering CT/PCVE initiatives that are human rights based and gender-responsive, and strengthen its role as a cutting-edge and leading institution in CT/PCVE. The Gender Unit will develop a communications strategy and annual communications plan for this purpose.

UNOCT will integrate gender-disaggregated data as well as highlight gender-responsive aspects of initiatives into its external communication products, will publicize gender-related initiatives on social media and other relevant channels, and will expand the gender content on its website. For the relevant actions, see Annex I, item '5. b'.

7. Implementation

This Policy takes effect upon the approval of the Under-Secretary-General.

This Policy will be reviewed by the Gender Unit as needed. The Action Plan of the Policy will be reviewed by the Gender Unit, in consultation with UNOCT Branches, on a yearly basis.

The Gender Unit will inform the UNOCT Senior Management of any need for amendment. Any amendment of the Policy and its Action Plan may be initiated upon the decision of the USG and the instruction of the OUSG.

This Policy should be read and implemented in conjunction with other UNOCT governance and guidance materials, including the UNOCT Resource Mobilization Strategy, UNOCT Communications and Visibility Strategy, UNOCT Evaluation Policy, and UNOCT Standard Operating Procedures.

Annex 1. Action Plan for the Implementation of UNOCT's Gender Mainstreaming Policy (2022-2024)

Required Action	Responsible	Means of verification	Supporting Actions
I. Roles & Responsibilities			
I.1: Own the accountability for the implementation of the Gender Mainstreaming Policy and its Action Plan;	All Staff	• Progress on the implementation of the Gender Mainstreaming Policy as captured in branch/division workplans; • Accountability to the implementation of the Gender Mainstreaming Policy included as an area of performance evaluation for Senior Management; • Implementation of the Gender Mainstreaming Policy is included as an area of performance evaluation for staff.	Chief/Directors will ensure that gender related deliverables in support of the policy are included in the branch/division workplans and cascade down to individual workplans of their staff. The Gender Unit to support Heads of Branches with their unit workplans as related to gender mainstreaming. The Gender Unit will provide technical assistance for integrating the implementation of the Gender Mainstreaming Policy into the E-PASS of all staff levels;
I.2: Own the responsibility for the full implementation of the Gender Mainstreaming Policy and its Action Plan;	USG and DUSG	• Progress on the implementation of the Gender Mainstreaming Policy;	The Gender Unit to provide a quarterly presentation to the SMT on the implementation of the Policy and the Action Plan.
I.3: Ensure adequate funding and support for the activities outlined in this Action Plan;	USG and DUSG	• All activities outlined in the Action Plan are funded;	The Gender Unit will submit a yearly work plan and budget with the foreseen activities for implementation;
I.4: Include annual reports on the implementation of the Gender Mainstreaming Policy in the compacts between USG and DUSG, USG and SG;	USG and DUSG	• Number of reports on the Gender Mainstreaming Policy included in the compacts;	The Gender Unit will provide the progress update towards the implementation of the Gender Mainstreaming Policy for inclusion in the compacts;
I.5: Enable Gender Task Force members to formally allocate 20 per cent of their time to their functions as Gender Focal Points;	Heads of Branches	• Time allocation is included in the ToRs of GFPs	Prior to confirmation of designation of gender focal points, the Gender Unit to seek commitment from Heads of Branches on the 20 per cent commitment for a Gender focal point function and provide the corresponding terms of reference of Gender Focal Points;

Required Action	Responsible	Means of verification	Supporting Actions
I.6: Monitor the implementation of the Gender Mainstreaming Policy and its Action Plan;	Gender Unit and PMU	• Framework for monitoring of the Policy is set up and periodically updated	The Gender Unit and PMU to share with branch/division chiefs/directors the centralized monitoring framework to inform unit workplans and request quarterly updates on the implementation of gender specific deliverables.
I.7: Coordinate the collection of quantitative and qualitative gender data captured throughout the Office into a centralized gender database;	PMU	• Gender database is up to date;	
I.8: Support their teams, in coordination with the Gender Unit, to integrate substantive points on gender within their areas of work;	Gender Focal Points	• GFP Performance Evaluation	The Gender Unit will coordinate and support these efforts;
I.9: Provide technical assistance and quality assurance on the gender mainstreaming efforts within their areas of expertise;	Gender Focal Points		
I.10: Support the monitoring of the implementation of this Policy within their teams;	Gender Focal Points		
II. Accountability Mechanisms			
a) Gender Mainstreaming Policy's Action Plan			
A.1: Develop a centralized database to collect quantitative and qualitative data on gender captured throughout the Office and to support the monitoring of the implementation of the Gender Mainstreaming Policy, including financial allocation and expenditure;	PMU	• Database is developed and implemented;	The Gender Unit and the Gender Task Force will support the design and implementation of the database;
A.2: Conduct Final Evaluation of the implementation of the Gender Mainstreaming Policy and Action Plan in 2024;	PMUand Gender Unit;	• Evaluation of the implementation is published;	The Gender Unit to consult Evaluation Officer (OUSG) for guidance.
b) UN SWAP 2.0			

Required Action	Responsible	Means of verification	Supporting Actions
B.1: Achieve Exceed Expectations on the UN SWAP 2.0 indicators 01, 02, 03, 06, 07, 09, 10, 11, 13 by 2024;	USG and DUSG;	UN SWAP 2.0 Report;	The Gender Unit to ensure monitoring of indicators in the SWAP throughout the cycle and escalating implementation of deliverables that need senior management support.
c) Senior Management Team (SMT) Meeting			
C.1: Hold quarterly briefings on the progress against the Policy's Action Plan at the SMT Meeting;	Gender Advisor	• Number of progress updates presented at the SMT; • Meeting minutes and action points from presentations at SMT;	
d) Programme Review Board (PRB)			
D.1: Review projects and programme proposals, prior to approval, on the adequacy of the gender marker, the relevance of the gender analysis, and the level of gender mainstreaming throughout the project/programme document, budget and results framework;	PRB Secretariat	• Projects and programmes approved by the PRB are well gender mainstreamed; • Gender Assessment Report;	The Gender Adviser, supported by the Gender Unit, will form part of the PRB Secretariat and ensure review of all submissions to PRB;
Key Priority 1: Mainstream Gender in Programmatic and Policy Performance Areas			
a) Context-based Gender analysis			
A.1: Use gender analysis to inform consultation, design, planning, delivery, assessment, evaluation, and reporting of programming and policy initiatives;	Programming and Policy/ Coordination Staff	• Gender Analysis included in the PID documentation and informing M&E framework; • Verified by the PRB Secretariat prior to the approval of programme or project; • Verified by the Gender Unit before policy initiative is sent to OUSG; • Periodic monitoring and mid-term reviews; • Evaluation of project and programme reports; • Evaluation of policy outputs; • Closure evaluations;	The Gender Unit and the relevant Gender Focal Points will provide guidance in planning and developing context-based gender analysis; and to mainstream gender into the crafting of programming and policy documents;

Required Action	Responsible	Means of verification	Supporting Actions
A.2: Integrate gender considerations into all scoping and needs assessment missions;	Programming Staff	• Needs Assessment reports; • Scoping mission reports.	The Gender Unit, the relevant Gender Focal Points, national gender experts, and partner UN entities will support mainstreaming gender into scoping and needs assessment missions;
A.3: Develop and distribute guidance and checklists to support project and programme teams to develop gender analyses;	Gender Unit	• Compliance with the schedule of the Gender Programme;	The Gender Focal Points will support the development of the tool, as well as provide feedback to ensure its relevance;
A.4: Use the gender-related outputs from CTED's country assessments to inform gender analyses whenever available;	Programming and Policy Staff	• Reference to CTED's country assessments in the PID;	The content of relevant CTED country assessments will be available for project and programme teams;
b) Inclusive Stakeholder Consultations			
B.1: Hold consultations with stakeholders such as civil society organizations, women's groups, human rights defenders, youth groups, peacebuilders, national women's machineries, practitioners, and researchers at the onset of designing projects, programmes and other initiatives, during implementation and for evaluation.	Programming and Policy/ Coordination Staff	• Consultations included in the PID; • Monitoring of results frameworks; • Initiative-specific and Office-wide reports;	The Gender Unit, the relevant Gender Focal Points, national gender experts, and partner UN entities will support the organization of gender-responsive consultations;
B.2: Ensure that consultations are inclusive and free of gender and intersectional biases.	Programming and Policy/ Coordination Staff	• Post-event surveys;	The Gender Unit and the relevant Gender Focal Points will provide feedback on the design of consultations;
B.3: Use the results of consultations to inform the design, planning, delivery, assessment, evaluation, and reporting on programming and policy initiatives;	Programming and Policy/ Coordination Staff	• Mid-term reviews; • Evaluation of project and programme reports;	The Gender Unit and the relevant Gender Focal Point will offer technical assistance to mainstream outputs from consultations;
B.4: Develop and distribute a tool to support the design and implementation of gender-responsive consultations;	Gender Unit	• Compliance with the schedule of the Gender Programme;	The Gender Focal Points will support the development of the tool, as well as provide feedback to ensure its relevance.

Required Action	Responsible	Means of verification	Supporting Actions
c) Women's Participation and Leadership			
C.1: Promote the implementation by Member States of S/RES/2242 (2015) § 13 on ensuring the participation, leadership and adequate financing of women and women's organizations in developing and implementing CT/PCVE strategies	Policy Staff	• Agreed language on gender equality and women's empowerment in BN/TPs, policy documents and interventions with Member States;	The Gender Unit will support the development of the relevant language;
C.2: Engage women in CT/PCVE and foster their leadership;	Programming Staff	• Ratio of women participants in capacity building initiatives; • Post-event surveys measuring qualitative perceptions of meaningful participation;	PMU will support the consolidation of this information in the gender database;
C.3: Include the participation of women experts in CT/PCVE in every event organized by the Office and give visibility to their contributions and research;	All Staff	• Number of women as expert speakers per event organized; • Reports;	PMU will support the consolidation of this information in the gender database;
d) Gender Responsive Events & Training Sessions			
D.1: Mainstream substantive considerations to gender throughout the diverse panels and sessions of the events and training organized by the Office;	Programming Staff, PKMCB, OUSG	• Agendas of events; • Curriculum of training sessions;	The Gender Unit and relevant Gender Focal Points will support with the identification of gender entry points in the diverse thematic areas; the definition of relevant topics for discussion, as well as with the identification of subject-matter experts; PMU will support the consolidation of this information in the gender database;
D.2: Develop panels and sessions dedicated to gender issues as related to the themes of the events and training sessions organized by the Office;			
D.3: Include gender specialists (women and men) in the panels and sessions of the events and training organized by the Office.			

Required Action	Responsible	Means of verification	Supporting Actions
D.4: Establish context-specific targets for women's participations in events and training sessions, maintaining the underlying aim of encouraging their participation and achieving gender parity;	Programming Staff, PKMCB, OUSG	• Reports;	PMU will support the consolidation of this information in the gender database;
D.5: Ensure equal opportunities for women to participate meaningfully in training sessions and events, including encouraging and endorsing their participation, employing protocols for balanced participation, and offering translation services when necessary;			
D.6: Include, in the internal assessment and evaluation of events and training sessions, considerations on gender equality;	Programming Staff, PKMCB, OUSG	• Agendas, curricula, and reports;	SPPSS will support the inclusion of criteria on gender in the evaluation of events and training sessions; The Gender Unit will include the assessment of events and training sessions in the yearly gender assessments;
D.7: Develop and distribute a protocol for balanced interventions in panels and training sessions;	Gender Unit	• Compliance with the schedule of the Gender Programme;	The Gender Focal Points will support the development of the tool, as well as provide feedback to ensure its relevance.
D.8: Organize a webinar on good practices on gender mainstreaming in capacity building initiatives;	Gender Unit	• Compliance with the schedule of the Gender Programme;	OUSG will support the internal promotion of the event;
D.9: Develop standard language for all official invitations issued by the Office to encourage women's participation in accordance to specific circumstances of the events;	Gender Unit	• Standard language developed;	OUSG and PKMCB will support the development of the language;
e) Gender Marker System			

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Required Action	Responsible	Means of verification	Supporting Actions
E.1: Define a gender marker for every programme and project;	Programming Staff	• Gender Marker Assessment;	Consult the Gender Marker Information Note for guidance on defining a gender marker; The Gender Unit and relevant Gender Focal Points will, as required, provide support in mainstreaming gender throughout project and programme documents and in defining an adequate gender marker.
E.2: Review the adequacy of the defined gender marker prior to the programme or project approval by the PRB;	PRB Secretariat	• Sign-off by the PRB Secretariat;	The Gender Unit will integrate the PRB Secretariat;
E.3: Achieve 50 per cent of new programmes and projects assessed at gender marker 2 and above by 2023, and 80 per cent by 2024;	Programming Staff	• Gender Marker Assessment Reports;	The Gender Unit will develop yearly assessments of the implementation and adequacy of the gender markers;
f) M&E and Reporting			
F.1: Integrate gender throughout logical frameworks, encompassing substantive issues related to gender and the subject matter at hand; women's leadership and participation; and the collection and analysis of gender-disaggregated data;	Programming Staff	• PID and M&E Framework; • Verified by the PRB Secretariat prior to approval of programme or project; • Periodic monitoring and mid-term reviews; • Closure evaluations;	The Gender Unit and the relevant Gender Focal Points will revise, as required, the PID documentation and M&E framework to ensure gender-responsiveness; SPPSS will support in the monitoring and evaluation of the gender responsiveness of logical frameworks, also according to UNOCT's Evaluation Policy; PMU will support the consolidation of the gender-disaggregated data into the gender database;
F.2: Define gender-related indicators that are specific, measurable, informed by gender analysis, and, whenever possible, disaggregated by gender and age;	Programming Staff		
F.3: Use the results from the gender analysis to inform the definition of baselines for gender-related indicators;	Programming Staff		

Required Action	Responsible	Means of verification	Supporting Actions
F.4: Use the results from the gender analysis to inform risk assessments, in order to monitor and mitigate gender-related risks.	Programming Staff	• PID and Risk Assessment; • Verified by the PRB Secretariat prior to approval of programme or project; • Periodic monitoring and mid-term reviews; • Closure evaluations;	The Gender Unit and the relevant Gender Focal Points will revise, as required, the PID documentation and risk assessment to ensure gender-responsiveness;
F.5: Reports on projects and programmes will mainstream gender throughout, including considerations on substantive gender elements, gender-specific results, and contributions to women's participation and leadership.	Programming Staff	• Reports;	The Gender Unit will, upon request, revise the draft of reports in order to support the mainstreaming of gender; The Gender Unit will include the assessment of programmatic reports in the yearly gender assessments;
F.6: Develop and distribute a tool on how to mainstream gender in M&E within CT/PCVE, including good practices for developing gender-responsive indicators, and based on consultations with other UN Entities, and the Resource Mobilization and M&E Working Group.	Gender Unit	• Benchmark consultations held according to the schedule of the Gender Programme;	SPPSS will participate in the consultations as representatives of UNOCT's M&E expertise;
F.7 Revise Office's parameters for data collection and reporting in order to mainstream gender and ensure the collection of relevant data on gender;	PMU	• Updated parameters;	The Gender Unit will support the substantive revision of the parameters;
Key Priority 2: Strengthen UNOCT's Institutional Capacity to Deliver Results on Gender Equality and Women's Empowerment			
a) Internal Capacity for Gender Mainstreaming			
A.1: Develop and deploy training on gender and CT/PCVE for all staff;	Gender Unit	• Compliance with the training schedule of the Gender Programme;	The Gender Focal Points will support the development of the training sessions and learning materials; SPPSS will support with the deployment of training and the assessment of training attendance;
A.2: Develop and deploy dedicated training on gender and CT/PCVE for Gender Focal Points;			

Required Action	Responsible	Means of verification	Supporting Actions
A.3: Develop onboarding tool on gender and CT/PCVE for new staff members, Programme Offices, consultants, and interns;			Senior management will ensure proper allocation of funding for the development of the training sessions and learning materials; USG and DUSG will promote attendance at the training sessions and the use of the learning materials and tools;
A.4: Organize leadership retreat on gender and CT/PCVE;			
A.5: Develop and deploy dedicated training for field staff on collecting and analyzing gender-related data;			
A.6: Develop and distribute knowledge and learning resources on specific areas of gender and CT/PCVE, including issue papers on technical aspects of CT and gender.	Gender Unit	• Issue papers published; • Compliance with the schedule of the Gender Programme;	
A.7: Develop and distribute tools to support gender mainstreaming in the project and programme cycle, including M&E and consultations with civil society;		• Tools developed and distributed; • Compliance with the schedule of the Gender Programme;	
A.8: Organize brown-bag sessions on topics related to gender in CT/PCVE contexts.		• Brown-bag sessions held; • Compliance with the schedule of the Gender Programme;	
A.9: Organize staff awareness campaign on gender and CT/PCVE upon the launch of this Policy;		• Launch of communication materials;	OUSG will support the deployment of the internal communication campaign;
A.10: Mainstream gender in UNOCT's upcoming Strategic and Vision Plan	OUSG	• The Gender Unit advises on and provides input to the Strategic and Vision Plan;	Senior management will support the meaningful mainstreaming of gender within the Strategic and Vision Plan
A.11: Mainstream gender in UNCCT's Strategic Programme Framework	UNCCT Director	• The Gender Unit advises on and provides input to UNCCT's Strategic Programme Framework;	Senior management will support the meaningful mainstreaming of gender within UNCCT's Strategic Programme Framework
A.12 Mainstream gender in UNOCT's Field Handbook	CTED Liaison Section	• The Gender Unit advises on and provides input to the Handbook	

Required Action	Responsible	Means of verification	Supporting Actions
A.13: Revise UNOCT's SOPs to ensure they are gender-responsive;	OUSG, Gender Unit and SPPSS	• SOPs revised according to the Internal Action Plan for the Update and Revision of UNOCT SOPs;	Senior management will support the revision of the SOPs and their implementation;
A.14: Create an internal wiki page to consolidate resources on Gender and CT/PCVE;	Gender Unit	• Wiki Page published;	PMU will support the development of the wiki page;
b) Gender Task Force			
B.1: Reform the Gender Task Force in order to comply with the requirements of the UN SWAP 2.0, which includes 20 per cent of dedicated time allocation, and Gender Focal Points at level P-4 or above;	Gender Unit and Senior Management	• Reformed terms of reference for Gender Focal Points;	Gender Unit in collaboration with SPPSS draft the reform for review and adoption by Senior Management;
B.2: Set up institutional arrangements to enable Gender Focal Points to formally allocate 20 per cent of their time to their roles in the Gender Task Force, and that the dedicated time and performance of GFPs counts towards their performance evaluation and career advancements;	Gender Unit, SPPSS, OUSG and Senior Management	• Reformed terms of reference for Gender Focal Points; • Updated SOP 16 - Human Resources Processes and Procedures;	Gender Unit, upon guidance from OUSG (SOP Coordinator), and in collaboration with SPPSS to propose gender performance indicators and reforms to SOP 16
B.3: Rewrite the Terms of Reference for the Gender Focal Points in order to include their functions in the implementation of this Policy and Action Plan;	Gender Unit	• Updated Terms of Reference;	Current Gender Focal Points will support the reformulation of the ToRs;
B.4: Organize regular meetings with Gender Focal Points to monitor implementation of the Gender Mainstreaming Policy and Action Plan, discuss main challenges, opportunities and gaps, including specific sessions to review the work and functioning of the Gender Task Force;	Gender Unit	• Organization of monthly Gender Task force meeting and 2 yearly sessions to review the performance of the Gender Task Force;	Gender Unit jointly with Gender Focal Points will support the meetings
c) Technical Assistance			

Required Action	Responsible	Means of verification	Supporting Actions
C.1: Equip the Gender Unit with adequate number of posts and budget to offer expert technical assistance on mainstreaming gender in policy and programming cycles, coordination; events, partnerships, and knowledge production;	USG/DUSG	• The Gender Programme is fully funded; • The Gender Unit is fully resourced;	The Gender Unit will submit a yearly work plan and budget with the foreseen activities for implementation;
C.2: Review the placement of the Gender Unit within UNOCT's structure in a way that ensures its equal reach across the Office, as well as the full exercise of its independent oversight functions;	USG/DUSG	• New placement of the Gender Unit;	The Gender Unit will support, as required, the drafting of the new structure;
C.3: Integrate the Gender Unit within the PRB process in order to ensure quality assurance and supervision on gender mainstreaming;	USG/DUSG	• The Gender Unit is a meaningful contributor to the PRB process;	
C.4: Place the Gender Unit as the sole coordinator of gender mainstreaming activities within the Office, to ensure quality and coherence;	USG/DUSG	• The Gender Unit acts as the sole coordinator of gender mainstreaming;	
d) Gender Parity and Enabling Environment			
D.1: Execute UNOCT's Implementation Plan of the Secretary-General's System-wide Strategy on Gender Parity	SPPSS	• Gender Parity is reached across all levels;	The Gender Unit will support SPPSS with the implementation efforts, as required;
D.2 Develop a protocol for inclusive meetings;	Gender Unit, in consultation with Inclusion WG	• Protocol developed and shared with staff	SPPSS and OUSG will provide support in the design of the protocol;
D.3: Develop a checklist to support integrating gender into the E-PAS;	Gender Unit	• Checklist is distributed to staff;	SPPSS will support the development of the checklist;
e) Leadership			

Required Action	Responsible	Means of verification	Supporting Actions
E.1: Champion gender-mainstreaming and promote substantive discussions on how to integrate gender perspectives into all areas of management;	All Leaders	• Culture of compliance with the Gender Mainstreaming Policy	The Gender Unit will support the leadership through crafting BN/TPs and statements;
E.2: Challenge gender biases and all forms of gender discrimination;	All Leaders	• Staff Survey	Inclusion Working Group will integrate questions on gender equality within the Staff Well-being Survey;
E.3: Foster a culture of compliance and accountability for the implementation of the Gender Mainstreaming Policy across the Office;	All Leaders	• Progress on the implementation of the Gender Mainstreaming Policy;	The Gender Unit will monitor the progress of the implementation of the Gender Mainstreaming Policy and will report on it quarterly at SMT meetings;
Key Priority 3: Ensure Adequate Funding for Gender Mainstreaming			
a) Financial Resource Tracking and Allocation			
A.1: Hold consultations across the UN Secretariat to find best practices in tracking and allocating the 15 per cent financing target for gender;	Gender Unit	• Highlights from the consultations are shared with senior management and SPPSS;	Global Compact Gender Working group will support the definition of relevant entities to be consulted;
A.2: Develop a baseline assessment of current funding allocation for gender;	SPPSS and Gender Unit	• Baseline assessment is shared with senior management;	
A.3: Develop a dedicated financial resource tracking and allocation tool for gender, which is integrated into the Office's programming budget;	SPPSS. Gender Unit, UMOJA IPMR team	• Financial resource tracking and allocation tool is put in place;	USG and DUSG will revise and approve the tool;
A.4: Develop expenditure guidance tool for the allocation of the 15 per cent;	Gender Unit and SPPSS;	• Expenditure guidance tools sets out the requirements for the expenditure to count towards the 15 per cent;	
A.5: Track financial expenditure on gender;	SPPSS	• Financial allocation for gender is reported periodically;	
A.6: Devise and put in motion a plan to comply with the Secretary General's call for a 15 per cent financing target for gender by 2024;	USG and DUSG	• Financial allocation for gender is measurable, attributable and corresponds to at least 15 per cent of the programming budget;	

Required Action	Responsible	Means of verification	Supporting Actions
b) **Enhance Resource Mobilization for Gender Equality**			
B.1: Develop communication plan on how to address substantive points on gender equality and the empowerment of women with donors;	Donor Relations and Resource Mobilization Section, OUSG and Gender Unit	• Communication plan is put in place;	The Gender Unit and relevant Gender Focal Points will support in the development of the plan;
B.2: Mainstream gender across BN/TPs and donor reports;	Front Office, OUSG (for TPs/BNs), RMDRS, OUSG, and PMU (for donor reports)	• Gender Assessment Report;	The Gender Unit will, upon request, revise the draft of BN/TPs and donor reports in order to support the mainstreaming of gender; The Gender Unit will include the assessment of donor reports in the yearly gender assessments;
B.3: Develop and implement a resource mobilization strategy for gender;	Donor Relations and Resource Mobilization Section, OUSG and Gender Unit	• Resource mobilization strategy launched;	Upon guidance from RMDRS and the Gender Unit, programme managers will implement the strategy.
B.4: Organize briefing session on gender for Member States;	Donor Relations and Resource Mobilization Section, OUSG and Gender Unit	• Briefing session takes place;	Consult with RMME and Gender Working Groups
Key Priority 4: Partnership Development for Gender			
a) **Partnership Development for Gender**			
A.1: Develop and implement gender-responsive and gender-dedicated initiatives within inter-agency coordination mechanisms and in partnership with other UN bodies;	All UNOCT	• Number of gender-responsive initiatives developed and implemented within inter-agency mechanisms;	The Gender Unit will support the identification of relevant entities and the establishment of partnerships; Actions to be development in partnership with the Global

Required Action	Responsible	Means of verification	Supporting Actions
A.2: Partner with Member States, upon request, to provide technical assistance and support for mainstreaming gender across CT/PCVE initiatives;	All UNOCT	• Number of gender-responsive initiatives developed and implemented in partnership with Member States;	Compact Working Group on Gender.
A.3: Partner with regional and international organizations in the design and implementation of efforts to mainstream gender equality and the empowerment of women in CT/PCVE, including consultations, panels, and events;	All UNOCT	• Number of gender-responsive initiatives developed and implemented in partnership with regional and international organizations;	
A.4: Anchor CT/PCVE initiatives on the latest research and partner with practitioners, researchers and academic institutions specialized in gender and CT/PCVE.	All UNOCT	• Number of gender-responsive initiatives designed and implemented in partnerships or consultation with practitioners, researchers and/or academic institutions;	
A.5: Enhance engagement with civil society, including civil society organizations, women-led organizations, and national women's machineries, through partnerships, consultations, roundtables, and participation in events;	All UNOCT	• Number of gender-responsive initiatives designed and implemented in partnerships or consultation with civil society;	
Key Priority 5: Promote Knowledge & Visibility on Gender			
a) Knowledge Production & Learning			
A.1: Measure and analyze the gender-related data from the centralized gender database and use it to inform evidence-based learning materials;	Programming Staff and Gender Unit	• Learning materials highlight evidence collected through UNOCT's work;	
A.2: Organize repository of good practices on gender mainstreaming in CT/PCVE	Gender Unit	• Repository is set-up;	
A.3: Mainstream gender in behavioral research and develop gender-dedicated research outputs;	Doha BI Hub	• Evidence-based and gender mainstreamed as well as gender-dedicated research outputs are produced;	The Gender Unit will support in defining topics and entry points for research;

Required Action	Responsible	Means of verification	Supporting Actions
b) Enhance Visibility on Gender			
B.1: Develop a communications strategy and update UNOCT's website to include information on the Gender Mainstreaming Policy and Gender Programme;	Gender Unit, in consultation with the Communications Unit, OUSG	• Website has a page dedicated to gender mainstreaming in programming and policy making;	The Gender Unit will provide the content for the communications strategy and the webpage;
B.2: Integrate gender disaggregated data as well as highlight gender-responsive aspects of initiatives in external communication products in accordance with the UNOCT Communication and Visibility Strategy and Plan;	Communications Unit, OUSG	• External communication products mainstream gender;	The Gender Unit and the relevant Gender Focal Points will offer technical assistance for the substantive inclusion of gender in the communication products;
B.3: Implement a process so that Gender Unit is involved in the preparation of statements made by USG and DUSG.	Front office, OUSG	• Process is put in place;	

Annex 2. Rationale for Gender Mainstreaming in CT/PCVE

As highlighted in Section 2 of this Policy, mainstreaming gender is central to UNOCT's mandate and is essential for its success in countering terrorism and preventing violent extremism in a way that is effective, efficient, and human-rights based. A growing body of research corroborates this understanding and substantiates the ways in which violent extremism and terrorism, as well as CT/PCVE initiatives, impact men, women, boys and girls in different ways. Taking stock of these different impacts supports the crafting of initiatives that effectively respond to the context and gender-specific security needs of those affected. Implementing gender-responsive initiatives also supports identifying and addressing structural factors that are conducive to radicalization, such as gender inequality, gender-based discrimination, and violent performances of masculinities[35].

Research on the role of women in terrorism attests to their complex and nuanced roles as perpetrators, victims and preventers[36] and identifies the reasons terrorist groups target women for recruitment, including the desire for increased media attention; the will to differentiate themselves from other groups; tactical requirements to penetrate targets; lack of available personnel; as well as pressure from women to be incorporated into the struggle[37]. Evidence also suggests that women willingly join violent extremist groups in active and powerful roles, in spite of the misogynist character of these groups.[38] As victims of terrorism, however, women are not only directly affected by terrorist attacks, but also by how terrorists and violent extremist groups curtail their rights and propagate misogynist ideologies, employ sexual and gender-based violence, as well as impinge on their rights, such as their right to education, public life and decision-making over their bodies.[39] Women victims of terrorism also face barriers in accessing justice that are the result of social, economic and cultural practices that entrench structural gender inequality. As preventers, women-led organizations, women peace-builders and women human rights defenders have a critical role to play in CT/PCVE. However, the essentializing[40] of women as mothers, wives, and community leaders,

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35   Katherine E Brown et al., Conflicting Identities: The Nexus between Masculinities, Femininities and Violent Extremism in Asia. (Bangkok: UNDP, 2020).

36   'Who's behind the keyboard? – A gender analysis of terrorism and violent extremism in the online space in Bangladesh, Indonesia, Malaysia and the Philippines.' UN Women Regional Office for Asia and the Pacific. 2019

37   'Women in Modern Terrorism – from liberation wars to global jihad and the Islamic state'. Jessica Davis. 2017

38   'Misogyny and Violent Extremism: Implications for Preventing Violent Extremism'. Monash University and UN Women. 2018

39   'Preventing Conflict, Transforming Justice, Securing the Peace - A Global Study on the Implementation of United Nations Security Council resolution 1325.' Chapter 9: 'Countering Violent Extremism While Respecting the Rights and Autonomy of Women and their Communities.' UN Women. 2015

40   **Essentialization:** It means attributing natural, essential characteristics to members of specific groups related to their gender, age, ethnic, socioeconomic, etc. It assumes that individual differences can be explained by inherent, biological, "natural" characteristics shared by members of the group. It is essentialization when it is assumed that women are naturally emotional (versus rational), nurturing, docile, weak, vain, dependent (and so on). The same applies to assuming men are inherently violent or rational.

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and the instrumentalizing[41] of these roles, might lead to their disenfranchisement from their communities and their increased targeting by violent groups.

Women may join violent extremist groups out of a strong ideological belief, but also because they are "squeezed" between repressive and dangerous local contexts as well as repressive and unsupportive government-led security initiatives.[42] These complex circumstances and motivations demonstrate that the boundaries between women and girl's experiences as accomplices, accessories, victims and survivors are often blurred, leading to uncertainty concerning women's degree of agency and culpability regarding their roles in violent extremism and terrorism. Therefore, it is critical to ensure that gender perspectives within CT/PCVE programmes and policies are built on a nuanced and context-specific understanding and analysis of women and girls' experiences.

Research into gender and terrorism also explores how structures of patriarchy and harmful performances of masculinities are embedded in the way violent extremist and terrorist groups operate and recruit, often manipulating gender expectations and stereotypes as radicalization tools.[43] Some evidence suggests that young men are particularly drawn towards violent extremist beliefs when they struggle to fulfil their perceived needs and identities as men.[44] As such, issues such as lack of economic opportunities, social marginalization and lack of marriage prospects are strong push factors for men and boys into violent extremist groups. These groups, in turn, consciously exploit aspirations for belonging, respect and for a legitimate identity by attaching these to the expression of violent masculinities.[45] Further evidence also demonstrates that hostile sexist attitudes toward women and support for violence against women are the factors most strongly associated with support for violent extremism.[46]

Young men of particular ethnicities or religious affiliations are also often stigmatized and targeted by CT/PCVE interventions, damaging their sense of belonging as well as the free exercise of their human rights. Such stigmatization may further push individuals towards radicalization[47]. Effectively addressing men and boys at risk of radicalization while not stigmatizing or disenfranchising them requires initiatives that are cognizant and responsive to the context-specific performances of masculinities, underlying power dynamics, and perceptions of gender roles. It is through gender analysis and consultations with civil society

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[41] **Instrumentalization:** In Ethics and Moral Theory, there is a link between human dignity and the prohibition to use people or groups of people as tools for an end – that is, instrumentalization. PCVE/CT initiatives that employ women as potential deradicalizers based on their roles in their families and communities have been under heavy criticism for instrumentalizing women, compromising their communal ties, reinforcing gender stereotypes, transferring state responsibilities to them, and compromising their safety and security.

[42] Jayne C Huckerby, 'In Harm's Way: Gender and Human Rights in National Security', DUKE JOURNAL OF GENDER LAW & POLICY 27, no. 179 (2020): 24.

[43] Brown et al., Conflicting Identities.

[44] Jossif Ezekilov, 'Gender "Men-Streaming" CVE: Countering Violence Extremism by Addressing Masculinities Issues', Reconsidering Development, 2017, 7.

[45] Ezekilov.

[46] 'Misogyny & Violent Extremism: Implications for Preventing Violent Extremism'. Monash University and UN Women. 2019

[47] Mark McGovern and Angela Tobin, 'Countering Terror or Counter-Productive?', Symposium Report (Belfast: Edge Hill University, 2010), https://research.edgehill.ac.uk/ws/portalfiles/portal/20058619/Countering_Terror_or_Counter-Productive_Pdf_November_2010.pdf.

that the security needs of men and boys can be properly assessed and addressed in policy and programming.

Analyses of violent extremist and terrorist organizations also attest to a sophisticated use and manipulation of context-specific gender and identity factors to their advantage, be it in recruitment, operations, or in their narratives. These include, for example, the use of contradicting gendered messaging that depict women both as fighters as well as submissive wives depending on the context and target public.[48] The use of sexual violence as a terrorist tactic is also a marked gendered strategy employed by terrorist groups, and the Security Council recognizes how certain terrorist groups use sexual and gender-based violence, including human trafficking, with strategic objectives and ideology to increase their resources and power.[49] Specific motivations for terrorist groups include the sale of women and children as commodities to generate revenue; the use of women as 'bait' to recruit and maintain fighters; and the use of sexual violence as an ideologic and military strategy aimed at dehumanizing, alienating and destroying a target group.

In order to effectively counter the instrumentalization of gender equality, eliminate the use of sexual violence as a terrorist tactic, as well as address the aforementioned gender-related structural factors conducive to radicalization; policy and programming need to integrate gender in ways that are context-specific and comprehensive from design to implementation and assessment. In order to do this effectively and avoid unwittingly reinforcing stereotypes and discrimination, it is important that CT/PCVE initiatives are human-rights based, informed by consultations with civil society, including women organizations, women peacebuilders and women human-rights defenders, and that provisions are made so women's participation is meaningful as well as safe.

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[48]   'Conflicting Identities: The nexus between Masculinities, Femininities and Violent Extremism in Asia'. UNDP and UN Women. 2020

[49]   United Nations Security Council, S/RES/2331 (2016), Preamble.

Annex 3. Glossary of terms[50]

Essentialization means attributing natural, essential characteristics to members of specifically defined groups (gender, age, ethnic, socioeconomic, etc.). It assumes that individual differences can be explained by inherent, biological, "natural" characteristics shared by members of a group. It is essentialization when it is assumed that women are naturally emotional (versus rational), nurturing, docile, weak, vain, dependent (and so on).[51] The same applies to assuming men are inherently violent or rational.

Gender refers to the roles, behaviours, activities and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, "gender" also refers to the relations between women and men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context- and/or time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between sexes in responsibilities assigned, activities undertaken and access to and control over resources and decision-making opportunities. Gender is part of the broader socio-cultural context, as are other important criteria for socio-cultural analysis, such as sex, class, race, poverty level, ethnic group, sexual orientation and age.

Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities, rights and entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by interventions and that, where possible, greater equality and justice in gender relations are promoted.

Gender blindness is the failure to recognize that the roles and responsibilities of men and boys and women and girls are given to them in and against specific social, cultural, economic and political contexts and backgrounds. Projects, programmes, policies and attitudes that are gender blind do not take into account these different roles and diverse needs, maintain the status quo and will not help transform the unequal structure of gender relations.

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of

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[50] The definitions in this annex are based on those contained in the Gender Equality Glossary of the Training Centre of the United Nations Entity for Gender Equality and the Empowerment of Women.

[51] Jan Armstrong, 'Power and Prejudice: Some Definitions for Discussion and Analysis.' (University of New Mexico, 2003), https://www.unm.edu/~jka/courses/archive/power.html.

women and men. Gender equality is not a women's issue; it should concern and fully engage men as well as women. Equality between women and men is seen as both a human rights issue and a precondition for, and indicator of, sustainable, people-centred development.

Gender mainstreaming is the chosen approach of the United Nations system and the international community towards realizing progress on women's and girl's rights, as a subset of the human rights to which the United Nations is dedicated. It is not a goal or objective on its own; it is a strategy for implementing greater equality for women and girls in relation to men and boys. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender norms are ideas about how men and women should be and should act. People internalize and learn these "rules" early in life, which sets up a life cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time.

Gender parity is another term for the equal representation of women and men in a given area, for example, gender parity in organizational leadership or higher education. Working towards gender parity (equal representation) is a key part of achieving gender equality, and is one of the twin strategies, alongside gender mainstreaming.

A **Gender-responsive** policy or programme considers gender norms, roles and inequality, with measures taken to reduce their harmful effects.

Instrumentalization In Ethics and Moral Theory, there is a link between human dignity and the prohibition to use people or groups of people as tools for an end – that is, instrumentalization.[52] PCVE/CT initiatives that employ women as potential deradicalizers based on their roles in their families and communities have been under heavy criticism for instrumentalizing women, compromising their communal ties, reinforcing gender stereotypes, transferring state responsibilities to them, and compromising their safety and security.[53]

Sex (biological sex) refers to the physical and biological characteristics that distinguish males and females.

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[52] Paulus Kaufmann, 'Instrumentalization: What Does It Mean to Use a Person?', in *Humiliation, Degradation, Dehumanization: Human Dignity Violated*, ed. Paulus Kaufmann et al., Library of Ethics and Applied Philosophy (Dordrecht: Springer Netherlands, 2011), 57–65, https://doi.org/10.1007/978-90-481-9661-6_5.

[53] Sophie Giscard d'Estaing, 'Engaging Women in Countering Violent Extremism: Avoiding Instrumentalisation and Furthering Agency', *Gender & Development* 25, no. 1 (2 January 2017): 103–18, https://doi.org/10.1080/13552074.2017.1279823.

Sex and age disaggregated data (SADD) is data that is cross-classified by sex and age, presenting information separately for men and women, boys and girls. SADD reflects roles, real situations, general conditions of women and men, girls and boys in every aspect of society. Without SADD it is more difficult to identify real and potential inequalities. SADD is necessary for effective gender analysis.