



GENDER-RESPONSIVE GOVERNANCE TOOLKIT

TOOL 2:

Transforming political parties from within —
Gender audits and action plans

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Gender-responsive Governance Toolkit
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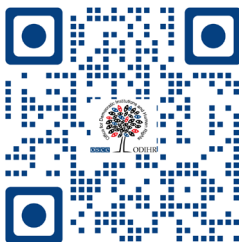
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Contents

1. Introduction	6
2. What is gender equality in political parties?	9
AREA 1: Gender balance in the representation of women and men	10
AREA 2: Gender equality in vision and policies	12
AREA 3: Gender equality in organizational culture	15
3. Gender audits of political parties – a ten-step approach	18
PHASE I – Preparation and kick-off	20
STEP 1: Preparation	20
STEP 2: Review of key policies	23
STEP 3: Questionnaire	24
STEP 4: Membership survey	24
PHASE II – Full audit roll-out and data cross-referencing	25
STEP 5: Workshop	25
STEP 6: Interviews	26
STEP 7: Focus group discussions	28
PHASE III – Reporting	29
STEP 8: Report drafting	29
STEP 9: Report verification	30
STEP 10: Report handover and presentation	30
4. From words to action – gender action plans	31
Annexes	33
ANNEXE 1. Model questionnaire	33
ANNEXE 2. Model survey	42
ANNEXE 3. Action plan template	45
Endnotes	48

- Click on a chapter above to go to its page.
- From any page in the document, click on the page header to come back to the contents page.
- Click on a footnote number in the text to go to the end note.
- From any endnote, click on its footnote number to return to the same place in the text.

Gender-responsive Governance Toolkit

Advancing gender equality and promoting women's participation in all spheres of political and public life is at the centre of the OSCE's commitments. The 1991 OSCE Moscow Document, states:

“The participating States recognize that full and true equality between men and women is a fundamental aspect of a just and democratic society based on the rule of law. They recognize that the full development of society and the welfare of all its members require equal opportunity for full and equal participation of men and women.”¹

Since 1991, the OSCE's commitments in the area of women's rights, gender equality and non-discrimination have been further strengthened in several Ministerial Council decisions.² Specifically, Ministerial Council Decision No. 14/04 on the OSCE Action Plan for the Promotion of Gender Equality and the 2009 Ministerial Council Decision No. 7/09 on Women's Participation in Political and Public Life call for a comprehensive approach to politics and democratic governance in the OSCE participating States. This approach includes ensuring:

- a) **Non-discriminatory legal policy frameworks**, so that participating States comply “with international instruments for the promotion of gender equality and women's rights, ...”;³
- b) **Full and equal participation of women and men**, including in ‘political parties’, aiming for “gender balance in all legislative, judicial and executive bodies” and overall “gender-balanced representation in elected public offices”;⁴
- c) **Gender mainstreaming in decision- and policymaking and implementation**, by “assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels”⁵ and “open and participatory processes in all phases of developing legislation, programmes and policies”;⁶
- d) **National mechanisms**, including “democratic institutions for advancing gender equality”⁷.

The OSCE's comprehensive approach to gender equality in politics aims not only to ensure the equal and meaningful participation of women and men but also to guarantee that institutional and policy outcomes meet the different needs of women and men in all their diversity.

The **Gender-responsive Governance Toolkit** is a series of targeted tools, each with a distinct practical and thematic focus. They introduce or advance institutional and policy solutions and practices for gender-responsive governance. The toolkit is aimed at participating States' political parties, other democratic institutions and civil society organizations, and complements ODIHR's existing gender-equality publications.



Introduction

Political parties are often called the ‘gatekeepers’ of democracy, in particular, of women’s political participation, because of their fundamental and unique role in the democratic process. They represent the views and perspectives of citizens — men and women — and, once elected, should incorporate these into political decision-making, public policy and legislation. Political parties are the pipeline through which women and men candidates emerge as elected representatives and decision-makers. This is why political parties have such a crucial role to play in ensuring that a country’s governance framework is gender-responsive and follows good practice.

Recognizing the important role of political parties, Ministerial Council Decision No. 7/09 on Women’s Participation in Political and Public Life⁸ specifically encourages political parties to promote the equal participation of women and men, as a means to achieve gender balance in elected office at all levels of decision-making. This mirrors the global recognition of the role of political parties in advancing gender equality in politics, among others, in the 1995 Beijing Platform for Action.⁹

The 2004 OSCE Action Plan for the Promotion of Gender Equality among other things, specifically tasks ODIHR to “assist participating States in promoting women’s participation in political and public life”.¹⁰ As part of its mandate to strengthen and promote the equal and meaningful participation of women and men in political life and to advance gender equality

1. INTRODUCTION

in democratic institutions, ODIHR, among other things, provides direct and targeted support to parliamentary political parties. ODIHR assists political parties in assessing their gender equality through ‘gender audits’. In the last decade, ODIHR has supported more than 40 political parties in 10 OSCE participating States in conducting gender audits and developing gender action plans and has published numerous guides, manuals and toolkits on gender equality.

Box 1: *Handbook on Promoting Women’s Participation in Political Parties*

This handbook contains extensive guidance for party leadership on how to integrate gender aspects into internal decision-making processes. It also seeks to help women politicians advance their political careers. One key finding that emerged during the development of this handbook is that internal party reform is critical to women’s advancement; where there is poor internal democracy and transparency, no gender-sensitivity in candidate selection and outreach, and no attempt to decentralize party decision-making processes, the opportunities for women to become candidates for elected office or to advance towards party leadership is severely limited. This handbook describes a range of measures that political parties can adopt to enhance gender equality within their structures, processes, policies and activities.

Gender audits are one of many tools that can help participating States apply their commitments on gender mainstreaming in practice. Gender audits assess and evaluate how well gender equality is institutionalized within organizations, including in their policies, programmes, projects, service provision, structures, proceedings and budgets. The goal of gender audits is to support change, helping institutions to move away from direct or indirect discriminatory practices and rules, and targeting solutions that will create a framework and environment that delivers substantive gender equality.

Drawing on its experience of gender audits, in 2020 ODIHR created an online tool — **Gender audit of political parties** — allowing political parties to run an audit at their own pace. This publication, intended for gender equality and party development experts from political parties across the OSCE region and beyond, complements the online tool, providing further practical guidance on how to conduct gender audits and the resultant gender action plans.

Box 2: ODIHR's online gender audit tool

Some political parties may prefer to conduct smaller-scale, self-assessments which look at the gender sensitivity of their rules, approaches and practices. Recognizing this, ODIHR used the gender audit methodology to create an online **questionnaire** (available in English and Russian). This takes the political party user through a series of clear questions and proposals for further actions, which can then serve as the starting point for a systematic transformation of the party. The online tool can also be used during a full gender audit, often as part of a workshop (**see Step 5**).

2

What is gender equality in political parties?

Before looking into how to run a gender audit in a political party, it is important to understand what needs to be assessed. What are the gender equality issues to be considered? Understanding that gender equality is more than counting women and men, this participatory methodology for gender audits of political parties looks at **three areas**:

1. Gender balance in the representation of women and men
2. Gender equality in vision and policies
3. Gender equality in organizational culture

ODIHR's approach to the advancement of gender equality in political parties also draws on the three dimensions of gender equality set out in the CEDAW Convention:¹¹

- **Formal equality**: to ensure the full equality of women before the law and protection against discrimination in the public as well as the private sphere;
- **Substantive equality**: to improve the de facto position of women; and
- **Transformative equality**: to address prevailing imbalances in gender relations and the persistence of gender-based stereotypes.¹²

2. WHAT IS GENDER EQUALITY IN POLITICAL PARTIES?

These dimensions are reflected in the **areas, issues** and **questions** of the gender audit methodology. Different gender equality related issues need to be addressed in each of the three assessment areas, and these are addressed with a set of questions that take users naturally through the assessment process.

AREA 1: Gender balance in the representation of women and men

Alongside the universal standards on political participation and equal suffrage set out in the United Nations International Covenant on Civil and Political Rights (ICCPR),¹³ the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)¹⁴ and other treaties, international standards on women's political participation and gender-balanced representation have been developed in the last four decades. Recognizing that political parties are the most common entry point to public office and decision-making, these standards are also of central importance for political parties.

One common concern is about what 'gender balance' and 'the equal participation of women and men' actually mean in practice. The first numerical target for women's representation was set by the United Nations: In 1990, the UN Economic and Social Council recommended a target of 30 per cent women in leadership posts by 1995 and 50 per cent by 2000.¹⁵ In 2003, the Council of Europe defined gender balance thus: "the representation of either women or men in any decision-making body in political or public life should not fall below 40 per cent."¹⁶ Finally, the 2021 UN Commission on the Status of Women reinstated the ECOSOC's target of 50 per cent, not only in leadership positions but at all levels, by setting a "goal of 50/50 gender balance at all levels of elected positions".¹⁷ 'Gender balance' and the 'full and equal participation of women' in decision-making are also enshrined in OSCE commitments.¹⁸ Gender parity (50/50) is therefore gradually being accepted as the target that democratic institutions, including political parties, should aim for.

The following issues should be considered when looking at gender-balanced representation in political parties:

2. WHAT IS GENDER EQUALITY IN POLITICAL PARTIES?

Table 1: Assessing representation

Issues	Questions
Membership rules	<p>Are there any gender-specific barriers?</p> <p>Are membership fee rules causing reduced membership among women or men?</p>
Membership statistics	<p>Is sex-disaggregated data available?</p> <p>Are there any gender-related representation gaps, at different membership levels or in different parts of the country?</p>
Candidate selection rules	<p>How are the candidates selected?</p> <p>Is the process centralized or decentralized?</p> <p>Who takes the final decision?</p> <p>Are there any gender-specific rules, such as voluntary quotas? If yes, how are these implemented?</p>
Candidate statistics	<p>Is sex-disaggregated data available?</p> <p>Who were the candidates for the last three elections (include parliamentary, presidential, European Parliament, regional/sub-national and/or local elections)?*</p> <p>How is gender balance and diversity among candidates ensured?</p>
Electoral campaigns	<p>Is party funding used in a balanced way, for both men and women candidates?</p> <p>Is there any specific campaign support for candidates from the under-represented sex? Who gets visibility during electoral campaign events, including in media?</p>
Leadership selection rules	<p>How are candidates for party leadership posts selected?</p> <p>Are there stereotypical rules, for example, limiting women's representation to one seat in the central party body?</p> <p>Are there gender-specific rules, such as leadership quotas?</p> <p>Does the party take measures to prevent the dominance of one sex in leadership positions?</p>

* OSCE, The answers to questions starting with 'who' (candidates, office holders, leaders, etc.) should establish at the very least the number of men and women (sex-disaggregated). Other factors, such as age and other personal characteristics, could be included, depending on the party and the focus of the assessment.

2. WHAT IS GENDER EQUALITY IN POLITICAL PARTIES?

Leadership statistics	<p>Is sex-disaggregated data available?</p> <p>Who were the candidates for the last three terms of the party leadership?</p> <p>Who are the members of the central statutory bodies of the party now, and in the previous three terms?</p> <p>How is gender balance and diversity among leadership ensured?</p>
Office holders	<p>Is sex-disaggregated data available on all major elected office holders (parliament, government, local government bodies/mayors)?</p> <p>Who were the major elected office holders in the three previous convocations/terms?</p>
Staff	<p>Is sex-disaggregated data available on party staff?</p> <p>Does the party have staff hired through the parliament?</p> <p>Who are the staff, including leadership?</p>
Gender equality capacity and expertise	<p>Are there gender equality experts in key party bodies, among party staff and office holders?</p> <p>How is the party building the capacity of candidates and office holders to advance gender equality?</p> <p>Is gender equality part of the party's overall capacity-building efforts?</p> <p>Are there training and mentoring programmes for women/ the under-represented sex?</p> <p>Is sex-disaggregated data available on who receives training?</p>

AREA 2: Gender equality in vision and policies

As stated earlier, assessing gender equality in a political party goes beyond counting women and men in party bodies and elected office. Through its vision, often defined in its statute and long-term party manifesto, a political party can signal its position on gender equality and the realization of women's rights. In addition to a party's internal policies, its external programmes, including its electoral platform (manifesto, long-term and short-term policy documents, etc.) impact women and men differently and, therefore, also say much about the party's position on gender equality. Political parties also display their vision and commitment towards gender equality through their activities, campaigns and public relations.

2. WHAT IS GENDER EQUALITY IN POLITICAL PARTIES?

The following issues should be considered when looking at the gender sensitivity of party vision and policies:

Table 2: Assessing party vision and policies

Issues	Questions
Overall profile and ideology	<p>Does the party belong to an international group of parties?</p> <p>Is the party's ideology clearly spelled out in a party manifesto?</p> <p>What is the impact of the party's ideology on its understanding of gender equality?</p> <p>How does the party see the role of women and men in private and public life, including in the community, politics and the economy?</p>
Vision for society and the state	<p>Is the party's vision defined in its party and/or electoral platform?</p> <p>What is the position of the party platform on key gender equality and women's rights issues?</p>
Key party documents	<p>What references are there to gender equality in the party constitution/statute?</p> <p>What other statutory documents/policies does the party have, and do these make reference to gender equality?</p> <p>Does the party have specific policies on gender equality?</p> <p>What is the party's position and policy on mainstreaming gender?</p>
Implementation of gender equality commitments	<p>Is gender equality advocated for by the party in legislative and executive bodies?</p> <p>What party commitments on gender equality have been fulfilled in the past five to ten years?</p>
Party bodies in charge of gender equality and women's advancement	<p>Which bodies lead on advancing gender equality?</p> <p>Is there a women's wing? What is its role and standing?</p> <p>Is it adequately linked to key party bodies, and can it influence party decision-making?</p> <p>Is there a statutory gender equality committee?</p> <p>Is there gender equality expertise to support party bodies?</p> <p>Is there a youth wing? If yes, how is gender equality taken into account in the youth wing?</p>

2. WHAT IS GENDER EQUALITY IN POLITICAL PARTIES?

Party funding and budget	<p>Is the party transparent about its income and expenditure?</p> <p>Do women and men benefit equally from party budgets and resources?</p> <p>Are gender-targeted party bodies adequately funded and resourced?</p>
Public relations/ public affairs	<p>Is the party perceived as one that promotes women's rights and gender equality?</p> <p>Who speaks for the party on the subject?</p> <p>Do the web page and social media channels give visibility to women and men equally? Does the party communicate about gender equality?</p> <p>Is gender equality included in the party leadership's speeches?</p> <p>Do party (annual) reports cover gender equality?</p>
Women's rights and gender equality-focused activities	<p>Does the party organize its own events or campaigns around women's rights and gender equality internally or externally, e.g., on international women's rights days?</p> <p>Are local branches supported with proposals and inspiration?</p> <p>Are there activities on preventing violence against women in politics?</p>
Role of men leaders and members	<p>Is advancing gender equality perceived as a 'women's issue' in the party?</p> <p>Do men, including leaders, work on gender equality issues, within the party and outside? Is their role only to support, or are they equally responsible for and act on gender equality?</p>
Understanding of intersectionality and diversity	<p>What is the party position on diversity and intersectionality?</p> <p>Does the party take care of under-represented groups (e.g., by age, disability, ethnicity or national minority status, sexual orientation, migration background, or any other status)?</p>
Relationship to civil society and women's movements	<p>Does the party have formal or informal links to women's movements?</p> <p>Are there regular consultations with women NGOs or researchers on gender equality? If yes, how do these impact the party's vision/policies/programming?</p>
Relationship with international organizations	<p>Does the party cooperate with international organizations that promote human rights and/or gender equality, and what types of activities take place?</p>

AREA 3: Gender equality in organizational culture

Politics in general and political parties in particular have their own, informal organizational culture. As parties operate in a very competitive environment and their form is typically somewhere between a state institution and an association of citizen-volunteers, they face specific challenges. Often, state regulation of political parties is limited, and parties are left to self-regulate internal developments, including issues related to organizational culture. If there is a closed and generally unwelcoming organizational culture, this can be a barrier to the active participation of certain groups, including women. Therefore, the party’s organizational culture is central to advancing gender equality.

The following issues should be considered when looking at the gender-sensitivity of a party’s organizational culture:

Table 3: Assessing organizational culture

Issues	Questions to consider
Decision-making rules	<p>Who makes decisions in the party? Is the overall process centralized or decentralized?</p> <p>Does the party promote participatory and gender-sensitive decision-making?</p> <p>Are gender considerations taken into account in decision-making? If yes, how?</p> <p>When (days and times) are party events/conferences organized? Does the party support women’s travel to party events, if relevant?</p>
Prevention of sexism, violence and discrimination	<p>Which policies regulate the prevention of sexism, violence and discrimination, including violence against women in politics and all forms of gender-based discrimination?</p> <p>Does the party ensure safe spaces in its activities?</p> <p>Does the party have practical guidance, focal point(s) or a referral system for anyone experiencing violence, including harassment?</p>
Awareness-raising on sexism, violence ¹⁹ and discrimination	<p>Does the party conduct awareness-raising activities on sexism, violence and discrimination?</p> <p>Does the party conduct anonymous and regular surveys among its members on these topics?</p> <p>Does the party share or publish this data?</p>

2. WHAT IS GENDER EQUALITY IN POLITICAL PARTIES?

	<p>Does the party run safety and security training for its members and candidates, with specific focus on gender-based violence?</p> <p>How does the leadership promote a respectful, gender-sensitive and harassment-free environment in the party?</p> <p>Are there any cross-party initiatives on preventing harassment and violence (against women) in politics?</p>
Reporting and processing cases	<p>What kind of support does the party provide to those members/staff facing sexism, discrimination and/or violence?</p> <p>Does the party have dedicated focal points for harassment and violence?</p> <p>Does the party have a reporting and complaints mechanism on discrimination and violence, including harassment?</p> <p>How effective are the reporting and complaints mechanisms on discrimination and violence, including harassment?</p> <p>What kind of sanctions/reparations have been given in cases of discrimination or violence, including harassment?</p> <p>Does the party collect data on cases of discrimination and violence, including harassment? If yes: What kind of data?</p>
Awareness-raising on expected behaviour and conduct	<p>Is there a code of conduct or similar policy, and is gender equality mainstreamed into its content?</p> <p>Are there regular awareness-raising activities on gender equality?</p> <p>Does the party leadership understand its role in ensuring an inclusive and violence-free environment?</p>
Attitudes and perceptions	<p>What do party members, leadership and office holders think about gender equality?</p> <p>Does the party run regular surveys among its members on gender equality issues?</p>
Membership satisfaction	<p>Does the party run regular satisfaction surveys?</p> <p>How are the identified barriers addressed?</p>
Gender mainstreaming policies and mechanisms	<p>Is there a policy on how to approach gender mainstreaming?</p> <p>Who leads on gender equality policy? Is it a leadership responsibility?</p> <p>Is gender-sensitive language used?</p> <p>Does the party collect and use sex-disaggregated data?</p>

2. WHAT IS GENDER EQUALITY IN POLITICAL PARTIES?

Gender equality expertise	Does the party take measures to develop gender equality expertise? Are their experts available to local branches of the party?
Human resources policies and practices	How does the party regulate staff rights and obligations? Are recruitment processes transparent and gender-sensitive? Is work-life-balance actively promoted? Is equal pay ensured among contracted staff? If yes, how? Are children allowed in meetings and conferences? Does the party promote parental leave for men and women? Does the party look after its volunteers?

Box 3: Other resources on gender equality in political parties

- *Handbook on Observing and Promoting Women's Electoral Participation*, OSCE/ODIHR, 24 April 2023
- *Political parties and gender equality: A guide to inside-out transformation*, UN Women and UNDP, Sarajevo, 2021
- *A Framework for Developing Gender Policies for Political Parties*, International IDEA, 12 September 2016
- *Empowering Women for Stronger Political Parties*, NDI and UNDP, 25 October 2012

3

Gender audits of political parties — a ten-step approach

A participatory gender audit is a **learning and transformation process** that assesses a party's policies, processes, procedures, structures, culture and activities from a gender equality perspective. The **aim of a participatory gender audit** is to identify promising practices as well as barriers that perpetuate gender inequality and hinder specific groups — among both women and men — from advancing in their political careers. The audit should produce the necessary information and recommendations for party leaders to adjust their policies, structures, programmes and strategies in regards to gender equality. Gender audits can be run in the form of self-assessment, or can be conducted by external experts, recommended when parties are doing it for the first time or when internal gender equality expertise is still under development. Facilitation and audit report writing by an external team should guarantee impartiality and help to identify critical blind spots. It is key that the party and its leadership owns the audit process, irrespective of who is chosen to facilitate; the facilitator's role should chiefly be to ensure that the audit is run in line with international standards and best practice.

Box 4: Gender audit vs. a broader diversity audit

Before launching a gender audit, it is very important to decide upon the scope and approach (see more under Step 1). ODIHR's approach to gender audits focuses primarily on women and men, recognizing their diversity. Depending on the specific national or party context, the audit may focus on a range of factors, such as age, disability, ethnicity or national minority status, sexual orientation, gender identity, migration background and other relevant identities and/or social groups. Recognizing also that some OSCE participating States are advancing policy, legislation and social realities beyond the binary understanding of sex, it may be important to consider this when deciding the scope of the audit and how to understand gender equality.²⁰

A gender audit enables a political party to ascertain the internal strengths and shortcomings of its approach to gender equality, as well as its external goals and policies. A gender audit should:

- Raise awareness among party members and leadership that advancing gender equality is ultimately good for the party;
- Promote a learning process on the concepts, approaches, methods and tools necessary for practical engagement on advancing gender equality in the party;
- Identify shortcomings and good practices; and
- Make recommendations for action to transform the party's policies, structures, practices and culture.

A gender audit is, therefore, the starting point or an important milestone on the **road to broader institutional transformation**. Running an audit should help political parties to institutionalize gender equality more deeply.

ODIHR's approach to auditing political parties follows three phases and **ten steps**²¹:

Table 4: ODIHR’s gender audit methodology

Audit phase	Steps
PHASE I – PREPARATION AND KICK-OFF	1. Preparation 2. Review of key policies 3. Questionnaire 4. Membership survey
PHASE II – FULL AUDIT ROLL-OUT AND DATA CROSS-REFERENCING	5. Workshop 6. Interviews 7. Focus group discussions
PHASE III – REPORTING	8. Drafting 9. Verification 10. Handover and presentation

PHASE I – PREPARATION AND KICK-OFF

STEP 1: Preparation

Before launching an audit, it is vitally important to prepare carefully, ensuring the analysis will be evidence-based and that the process goes smoothly with all those involved. The following issues should be considered.

Understanding the reasons for the audit: The idea to hold an audit can be prompted by many factors, external and internal. It could be part of a cooperation programme with an international organization, or a proposal from a party body or an individual member, or an idea proposed by a member of staff or civil society organizations. It is important that the reasons for doing the audit are widely understood, particularly by those preparing and administering it, because the motivation will probably impact the process in a number of ways. It may affect how the audit is perceived by participants and the broader party membership, as well as impacting the scope and timetable and the content of follow-up activities. Key party members should be adequately briefed on the audit, its goals and the process, before it is launched.

Approval and leadership support: If the gender audit was not initiated by the party leadership, it is very important to secure their support at an early

3. GENDER AUDITS OF POLITICAL PARTIES — A TEN-STEP APPROACH

stage, including the party presidency and central/executive board. That support must then be converted into a formal decision — for example, by the party president/presidency or secretary general — to conduct the audit. A gender audit is not only a reflection on the current gender sensitivity of the party, but also an opportunity for change. Change will only be achieved if there is sufficient ownership by, and support from the party leadership. It is not recommended to run a gender audit without the support of the party leadership. The party could use some other gender mainstreaming tools, such as capacity building or gender training, awareness-raising or a basic gender analysis of party documents, to prepare arguments for the leadership in support of a full gender audit.

Terms of reference: The scope of the audit must be agreed in order to develop the terms of reference. It is recommended to look at all three assessment areas — gender balance in the representation of women and men, gender equality in vision and policies, gender equality in organizational culture (see Chapter 2) — but the party might decide to focus only on one or two areas. It is also important to consider the three CEDAW gender equality dimensions — formal, substantive and transformative equality — when deciding on the scope. An audit that looks only at formal equality will miss crucial aspects of substantive and transformative equality. The scope will also impact the format and timetable of the audit.

Box 5: Model outline of the terms of reference

Introduction: Background to the audit and introduction to the framework of the audit process

Scope: Areas and issues for examination

Format: Methods for collecting quantitative and qualitative data

Key roles: List of external expert(s) and party focal point(s), with clear description of roles

Timeframe: List of steps and key deliverables, with assigned deadlines and roles

Gender equality expertise: Ideally, political parties will already have in-house gender equality expertise, and these people should take the lead on the audit. If this is not the case, an external expert, team or organization, such as an international organization, a non-governmental organization or a university, should be engaged. The audit should be conducted by a strong gender equality expert or group of experts to ensure a high-quality assessment with appropriate recommendations. Gender audit facilitators should be well versed in good practices for gender audits, so that they can identify issues and make constructive recommendations that are tailored to the specific political party (see also Boxes 1 and 3). Facilitators should also be experienced in handling any sexist situations which might occur and be ready to support potential victims of violence with appropriate information about services and support. If hiring external experts, these costs should be adequately reflected in the budget.

Identifying key party staff and party leaders: It is essential to have a focal point (or points) within the party administration who can work closely with the external consultant(s) to coordinate all phases of the audit. Party leadership and high office holders, such as MPs, ministers and mayors, must be involved in the audit. This can create significant challenges, especially if the proposal to hold the audit did not come from these office holders. The assessment team and focal point(s) should consider carefully how best to involve them.

Setting the timetable: A draft timeline should be included in the terms of reference. It should be realistic, allowing sufficient time for each step of the audit. It should take into account that the majority of the audit participants are volunteers, not party employees, and should avoid major political events, such as elections. The whole process should be scheduled well outside any election period, so that the audit is not disrupted or forced to pause. On average, a participatory gender audit of a political party takes at least six months.

STEP 2: Review of key policies

After the terms of reference are agreed, data collection can begin. The process often starts with a desk review of key party policies. This will identify missing information and help to shape the questions to be used in different stages of the audit, especially during the workshop (Step 5), interviews (Step 6) and focus group discussions (Step 7). It should draw on current, publicly-available information as well as internal documents that are not published on the party’s webpages. The results of the desk review — the initial findings and conclusions, as well as questions for further clarification — should be recorded in an early draft of the gender audit report.

The following documents and sources, among others, should be reviewed:

- National legislation on political parties and elections
- Party constitution/statute
- Other party policies, including those foreseen by the party constitution/statute
- Party structure organigram
- Party policies regulating candidate selection, campaigning and other election-related issues
- Party budget plans and reports
- Party policies on integrity and ethics, including those related to gender-based violence and discrimination
- Party web page(s) and main social media channels

The following gender-related issues should be taken into account when reviewing the documents and other products:

Table 5: Assessing documents

Language & visuals	<p>Is gender-sensitive/inclusive language used?</p> <p>Does the document use only masculine nouns for party functions (for example, chairman)?</p> <p>Are there any visuals, and who is portrayed in them?</p>
Content	<p>Are there any references to gender equality or women’s rights?</p> <p>Are there provisions related to gender-balanced representation and gender mainstreaming?</p> <p>Does the document foresee any temporary special measures?</p>

3. GENDER AUDITS OF POLITICAL PARTIES – A TEN-STEP APPROACH

The audit should collect both quantitative and qualitative data. While much of the qualitative data will be collected during the workshop, interviews and focus group discussions, information should also be gathered through a questionnaire (Step 3) and online membership survey (Step 4).

STEP 3: Questionnaire

To make best use of the limited time available for in-person interaction with the party leadership and elected office holders, it is recommended to collect some factual and numerical data via a questionnaire. **Annexe 1** contains a model questionnaire that can be adjusted to the specific context.

The questionnaire can collect the following information:

- Data on membership, party leadership, party bodies and elected office holders
- Information on key rules and policies
- Facts about key historical developments around party bodies

It is not recommended to get just one person (e.g., a party staffer) to complete the questionnaire, because different people will have different levels of awareness and knowledge of party processes, mechanisms, policies and data. Ideally, a number of people should work together to provide full answers to the questions. As with the desk review of key documents, the key conclusions and findings, along with further questions, should be recorded in the gender audit draft report. All of this information will be verified and cross-referenced during the next steps of the audit.

STEP 4: Membership survey

Recognizing that political parties are often large organizations with big membership, one way to engage with broad groups of members is to send them a short, simple online survey to complete. This survey aims to gather information on perceptions about and attitudes towards gender equality. **Annexe 2** contains a model membership survey that can be adapted as necessary. The survey will engage with party members and therefore, due to sensitivities around data protection, it needs to be administered by the party, in close consultation with the audit facilitator(s).

Conducting a membership survey will help the process to become truly participatory, without having to run dozens of interviews, focus group discussions and workshops. Using an online survey tool can be a good way to run a survey and compile the responses. It simplifies data collection and can automatically create graphics for presentations or the audit report. The survey results and any further questions they raise can be discussed during the next steps of the audit process.

PHASE II – FULL AUDIT ROLL-OUT AND DATA CROSS-REFERENCING

STEP 5: Workshop

Once the desk review, questionnaire and online survey are complete, the audit team should have a rich pool of initial findings, preliminary conclusions and questions for further discussion. The activities in Phase II should validate and clarify the data and material gathered so far (so-called data triangulation).

Face-to-face interviews, focus group discussions and workshops are the best methods for obtaining qualitative information. They should enable easy flowing discussion and examination of ideas. While online meetings lack the spontaneity of face-to-face meetings, they can still provide an excellent opportunity to meet more of the party members who are unable to participate in person.

Workshops make it possible to involve a large number of people from different target groups: party leadership, members of central-level party bodies, members of local-level bodies, local branch office leaders, party staff and regular party members. After introductions and awareness-raising, a workshop should ideally be centred around group exercises, during which participants assess specific questions and come to common conclusions on the status of gender equality in the party. The party leadership must participate to demonstrate their support for the audit and for them to understand how the audit fits the party's overall development and direction. A workshop usually lasts one full day, bringing together 10 to 20 participants of diverse backgrounds. Depending on the party size and available resources, multiple workshops can be organized.

Box 6: Workshop content and agenda

Introduction: Set clear rules (e.g., Chatham House Rule and safe space rules/guidance) and kick off with an introduction to the gender audit process. Use an icebreaker exercise to collect initial input from participants. (E.g., If you had a magic wand, what would you change immediately in the party?)

Awareness-raising: Include a short session on gender equality in politics. This should elicit information on how much gender equality expertise there is within the party.

Good practices: Give a short presentation on good practices that have worked in other parties and countries to advance gender equality within political parties. This should inspire further assessment and recommendations.

Assessment & recommendations: Dedicate the biggest part of the workshop to group work, where participants will discuss and assess different issues under the three areas of the gender audit. Ask them to present and discuss, leading the discussion towards making recommendations.

Feedback & closing: Close the workshop with a short feedback session and brief participants on the next steps.

STEP 6: Interviews

In addition to workshops, interviews are an excellent way of engaging key people in the party and discussing their personal experiences. While the party leadership might not have the time or be willing to participate in the group exercises, such as workshops and focus group discussions, it is essential that they find the time for one-on-one interviews. The audit team should be realistic about the number of interviews they can conduct, because interviewing all members of an executive board or party presidency may be very time consuming. However, it is important to identify the key group of individuals who need to be part of the process. Interviews should

3. GENDER AUDITS OF POLITICAL PARTIES – A TEN-STEP APPROACH

last 30-60 minutes. If the interview is to be recorded, the audit team should secure permission at the start of the interview and be prepared to take comprehensive notes if the interviewee refuses.

Depending on the party structure and organizational culture, key interviewees could include: the party president and deputy presidents; the party's secretary general; the chair of the women's wing and party's youth organization; party staff representative(s), and a few key elected office holders, such as ministers, MPs or mayors. It is important to ensure there is gender balance and diversity across those selected for interview, and avoid interviewing only men (particularly where leading positions are occupied by men).

Box 7: Points to consider when preparing interviews

- Prepare questions in advance, and allow time for ad-hoc follow up questions.
- Be ready to shorten the interview in case the interviewee has less time available than initially agreed.
- Adopt a non-judgemental attitude to allow the interviewee to express themselves; be wary of confirmation biases while asking and listening to responses.
- Start the process by explaining briefly what the audit is and how the interview is contributing.
- At the beginning, highlight that any interview material used in the report will be anonymized.
- Follow your intuition and ask any extra questions that might seem relevant.
- Gender equality generates a wide range of opinions, so be ready to answer any questions the interviewees might have, and be prepared to deal with resistance if it occurs; do not take it personally, state the established facts/approaches and remain cordial.
- Make sure to document all key findings.
- At the end, ask the interviewee to make recommendations.

STEP 7: Focus group discussions

Focus group discussions are an excellent way to engage many people with similar roles or backgrounds in a party. They are used to discuss group-specific and general questions, including personal experiences. A focus group can have as few as three participants but ideally a maximum of ten, and it should last 60 to 90 minutes. Focus group discussions can involve the following groups: local party branch chairs; party secretariat staff; local councillors; members of the party's women's wing; and members of the youth wing. Focus groups should consist of both women and men although, sometimes, there may be a need for women-only groups, creating a safe space where women can share their experiences.

Box 8: How to run a successful focus group discussion

- Much of the advice in **Box 7** applies also to focus group discussions.
- Begin with a short introduction and encourage participants to ask questions.
- Develop questions that are tailored to the group and start with one question that each participant answers in turn.
- Make sure that everyone gets to speak.
- Even though you might be satisfied by the response from one participant, do not jump immediately to the next question. Instead, involve other participants, and ask them to comment on, support or argue against the first answer.
- If there are disagreements between participants, try to get the group to agree on some common ground, but be ready also to document different views. These views might be something to 'test' in other focus group discussions.
- Close the discussion by asking for recommendations for inclusion in the draft audit report.

PHASE III – REPORTING

STEP 8: Report drafting

Drafting the report should begin during the first steps of the audit process. After the review of key documents (Step 2), the audit team will already have some initial conclusions and ideas for recommendations. These will be tested, developed and finetuned during Steps 3-7. Once the interviews and focus group discussions are completed, a draft of the full report should be prepared.

The gender audit report should include:

- References to international standards and good practices
- Conclusions and lessons learned from the audit process
- Action-oriented recommendations

The recommendations should be as concrete as possible, highlighting what type of action is to be taken, what change is targeted and who should be responsible for implementation. It is important to find a balance between realistic and ambitious approaches – making too many recommendations can lead to little implementation. One way to manage this is to prioritize the recommendations (e.g., by importance/impact) or to focus on different levels, identifying short-, mid- and long-term changes. The final report should be a practical assessment of the specific party, supporting it on its path towards institutional transformation. This is why a good audit report balances criticism with existing good practices.

Box 9: Report structure

Summary: Prepare a one-page summary of the gender audit with three key recommendations.

Introduction: Explain the background and chosen methodology.

Audit findings and recommendations: Present the findings in each assessment area (representation, policy and vision, organizational culture) and list the recommendations.

Next steps: Depending on the party structure and set up, make proposals on how the party could start implementing recommendations. This could be in the form of an action plan.

Appendices: Include the data collection tools and any other relevant documents.

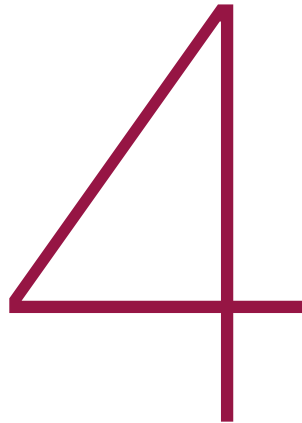
STEP 9: Report verification

Once drafted, the report should be submitted to the party for review and verification. This step is very important; verification by the very people who will use the report and promote it, will help them understand the recommendations and should increase their sense of ownership. Several party members, appointed during the preparatory phase as contact points for the audit, should review the draft and verify all the conclusions. As part of this process, factual mistakes can be corrected, which will increase the credibility of the process. It is not advisable to handover the report without verification, as the party is likely to take less ownership of the findings and recommendations.

STEP 10: Report handover and presentation

Once the final changes have been made to the report, it should be submitted to the party and formally presented. If necessary, a high-quality, gender-sensitive translation should be made into the national language(s).

If the party appointed a working group or party body to lead the audit process, they should be the first to attend the presentation. The report should also be presented to key party bodies, at one of their regular meetings, to ensure a smooth transition from the report to implementation of the recommendations. Another way to present the report is to organize a party-wide promotional event, inviting diverse audiences from across the party and giving it high-level promotion. The report should also be circulated among the party membership, by adding it to regular internal party communications, or by posting it on the internal intranet if such pages exist. Recognizing that parties also receive public funding and play a central role in the country's political system, the report could also be published on the party's web page, demonstrating their commitment to full transparency and accountability.



From words to action — gender action plans

Gender audits are often just the beginning of long-term organizational transformation towards gender-responsive policies and practices within a political party. With the gender audit completed, the party needs to move on to making the necessary changes happen. This should be done by developing a political party gender action plan.

The purpose of the action plan is to respond actively to the recommendations of the audit report, developing a programme of concrete activities to improve the gender sensitivity of the party. Actions should be specific so that progress can be measured. The plan should be as detailed as possible, setting out objectives/outcomes, activities, targets and indicators as appropriate. It should clearly state which body within the party is responsible for overseeing each action and gave a specific timeframe for each task. Sufficient budget, time and human resources should be allocated to deliver the plan. Ideally, the party congress or central committee/board should approve the plan, ensuring that there is commitment from across the party and sufficient resources are in place.

It may be appropriate for a gender action plan to be part of a wider action plan, or part of the party's strategic or development plan. It is important to monitor the plan closely and provide regular updates on progress. When approving the action plan, the party should agree which party body will undertake the

overall coordination, monitoring and review. This will promote continued improvement within the party as it seeks to become more gender sensitive.

Box 10: Consider setting up a statutory gender equality committee

A party's central and executive boards may be overwhelmed by day-to-day management tasks and may lack the appropriate gender equality expertise. They might, therefore, consider setting up a statutory gender equality committee. This role is sometimes delegated to the women's wing of the party, but this risks that advancing gender equality remains a 'women's issue', running counter to the goal of making gender equality and gender mainstreaming the common goal of men and women in the party, the party members, staff and leadership.

The action plan should also contain timings for reviews of progress, including when to hold the next gender audit. For example, some parties may decide to take a gradual approach and adopt a short-term action plan (e.g., covering two years) after which time another gender audit could be run to chart progress. [Annexe 3](#) contains a gender action plan template.

Box 11: The six pillars of a high-impact action plan

Political will: Strong, sustained political will from political party leadership, making the gender equality transformation of the institution a clear party priority.

Design: A logical framework with specific outcomes, outputs, activities, targets and timeframes.

Coordination: Clearly defined roles and responsibilities, communicated widely to the party membership, and a coordination and accountability mechanism that holds different party bodies (implementers) accountable.

Inclusivity: Diverse groups and party bodies are fairly represented across the design, implementation, monitoring and evaluation process.

Monitoring and evaluation: From the outset, a system in place, with tools and indicators for regular collection, analysis and reporting on progress.

Budget and financing: A detailed and realistic budget for the financial, human and technical resources needed to implement the action plan.

Annexes

ANNEXE 1. Model questionnaire

1. Name of party: _____

2. Does your party have a database of members?

a) If yes, does it record the sex of the members? _____

b) Can sex-disaggregated data be extracted from the database?
Please provide a short explanation.

c) What is the total number and percentage of women and men members? _____

d) Describe how members are recruited to the party, including whether there is someone responsible for this, any written procedures and whether these are applied.

3. What is the representation of women and men in key formal party bodies and functions?

	% women	% men	% other
Party president			
Party co-presidents/deputy presidents			
Executive board			
Party committees (please list all, especially those set up by party statute, and provide information on their composition):			
Party committee chairs/leaders			
Regional branches chairs/leaders			
Local branches chairs/leaders			
Party secretary/General Secretary			
Full time staff in the central party Secretariat			
Staff in leadership roles in central party Secretariat			
Other statutory bodies (please list all, and provide information on their composition):			

4. Who were the party candidates for the last few elections?

	% women	% men	% other
Most recent parliamentary elections (overall proportion)			
Candidate list leaders for the latest parliamentary elections (if applicable)			
Second most recent parliamentary elections (overall proportion)			
Third most recent parliamentary elections (overall proportion)			
Most recent regional council elections (overall proportion)			
Most recent local council elections (overall proportion)			
Most recent mayoral elections (overall proportion)			
Other relevant elections (please add, if applicable):			
Party secretary/General Secretary			
Full time staff in the central party Secretariat			
Staff in leadership roles in central party Secretariat			
Other statutory bodies (please list all, and provide information on their composition):			

ANNEXES

Are there any formal nomination rules in party documents that consider the sex of candidates? *Please provide a brief description, referencing specific provisions. Please provide the web link or an electronic copy of party documents that regulate candidate nominations.*

5. Who are the party mandate/office holders?

	% women	% men	% other
National parliament			
Government ministers			
Regional councils (overall proportion)			
Local councils (overall proportion)			

6. Does the party statute/constitution include gender equality as a value, principle or objective of the party? *Please provide a brief description, referencing specific provisions. Please provide the web link or an electronic copy of the party statute/constitution.*

7. Have gender equality issues been integrated into the last electoral platform of the party? If so, which issues and how? *Please provide a brief description, referencing specific provisions. Please provide the web link or an electronic copy of the electoral platform.*

8. Has a women’s organization been established within your party?

If so:

Who are the members?

Are policies on the functioning, tasks, objectives and membership of the women’s organization written down? *Please provide the web link or an electronic copy of those policies.*

Has it been granted decision-making powers? (E.g., representation in decision-making structures or processes).

Does the organization have any funding or other resources? If so where does this money come from? (E.g., party funds, members, fund raising).

Does the women’s organization have any influence over the allocation of party finances?

Does the women’s organization have any influence over candidate selection?

9. What type of capacity-building activities does the party offer its members and candidates? Are there courses that promote gender equality and prevention of gender-based violence, including harassment? Are there any activities specifically aimed at men?

10. Does the party have a gender-specific policy, like a gender action plan or strategy that focuses on advancing gender equality and women’s participation within the party?

Did the party ever conduct a gender analysis or any other form of assessment designed to understand the barriers to women’s political participation? Please provide the web link or an electronic copy of the gender-specific policies.

11. Have any temporary special measures been introduced and applied to ensure women’s representation within party bodies, as candidates and/or office holders? If so, what measures? Has the party introduced any measures to ensure opportunities for the advancement of women within the party?

12. Does the party have any formal or informal party bodies which lead on promoting gender equality in the party’s policies? Do they have gender equality expertise?

13. What actions have been taken to ensure an environment in the party that is more welcoming to women?

14. Has the party modified its structures, statutes and/or policies over time to make them more gender balanced? If so, what has been changed?

15. What are the processes for collecting and allocating funding within the party? How does the party ensure fair access to, and allocation of party funding for women and men candidates?

16. Has the party developed policies, such as a code of conduct or code of ethics, to prevent and sanction gender-based discrimination and violence? *Please provide the web link or an electronic copy of these policies.*

17. How does the party prevent gender-based discrimination and violence?

Is there a procedure for reporting gender-based discrimination and violence? How are complaints related to gender-based discrimination and violence investigated and decided upon? Is the procedure confidential and safe?

Have there been reported cases? How did the party ensure the victim/survivor's safety and support in reported cases of violence? Were there any sanctions? Were there any reparations?

Does the party have dedicated focal points for harassment and violence? Does the party have a safe space policy? If so, how is it implemented?

Are there any cross-party initiatives on preventing harassment and violence (against women) in politics?

18. Is anonymized data collected on cases of gender-based discrimination and violence? Has the party conducted any surveys on these topics among the membership? *Please provide any data or survey results.*

19. Who speaks in the name of the party? Are women and men party officials and office holders' equally visible? Please consult your social media channels and your web page when responding.

20. Are there any other steps that you have taken to improve gender equality in your party that you would like to mention?

ANNEXE 2. Model survey

Demographic data

Please check the relevant box

Sex:	Male		Female		Others	
Category:	Party member without formal leadership role (no membership in any party body) Party member with party leadership role on sub-national level Party member with party leadership role on national level Party staff					
Age:	Up to 30		30 – 40		40 – 50	
	50 – 65		Over 65			

Please rate the following statements on a scale from 1 (strongly disagree) to 5 (strongly agree).

Gender balance in representation

1. The current level of gender balance in the party membership is satisfactory.
2. The party should run gender-targeted outreach campaigns aimed at reaching new membership from the under-represented sex.
3. The current level of gender balance in party bodies is satisfactory.
4. Women and men should both have at least 40 per cent representation in party bodies, at the national and lower levels.
5. Women and men have equal opportunities to be elected into party bodies.
5. The party should have formal, statutory rules on how to achieve gender balance in party bodies.
6. Women and men have equal opportunities to be elected into party leadership positions.
8. The party should have formal, statutory rules that would prohibit all central-level leadership roles from being filled by only one sex.
9. The party should apply a voluntary gender quota when putting forward candidates for any elections.
10. Gender equality issues should be part of a party's capacity-building activities for members and candidates running for elected office.

Gender equality considerations in the party's vision and policies

1. The party is publicly recognized as a party that advances gender equality.
2. The party has clearly-defined positions and goals related to the equality of women and men in all spheres of political, social and economic life.
3. Key documents would need revisions to further mainstream gender equality provisions.
4. Gender considerations and/or sex-disaggregated data are not taken into account when reviewing the party's internal or external policies.
5. Party members are aware of the party's positions and goals related to gender equality and they are able to translate those into their electoral campaigns and elected office work.
6. Advancing gender equality is not a topic that will bring new voters to the party.
7. The party has the capacity, skills and knowledge to advance gender equality policies.
8. The party needs a statutory body in charge of gender equality advancement within the party.
9. The party's public relations, including on social media, is conducted in a gender-sensitive manner.
10. The party has good cooperation with women's civil society organizations and those working on gender equality and human rights.
11. The party has strong and clear rules or policies on preventing gender-based violence against its members.

Gender equality considerations in the party's organizational culture

1. Women and men in the party have equal skills and qualifications to advance in the party.
2. Male members in leadership positions or bodies are engaged in gender equality advancement.
3. Sexist language is part of the party's organizational culture.
4. Party members are aware of reporting procedures in cases of sexual harassment or other forms of gender-based violence and discrimination.
5. In cases of gender-based violence, including harassment within the party, perpetrators are held accountable.
6. The party provides support, guidance and training to its members on preventing gender-based violence, including harassment.

ANNEXES

7. Men and women members have equal opportunities to attend party events and conferences. Male and female party staff have equal access to family-friendly working arrangements.
8. Family caring responsibilities are a barrier for staff in undertaking certain roles in the party administration.
9. Family caring responsibilities are a barrier for party members to attend certain party events/conferences.
10. Family caring responsibilities are a barrier for staff in obtaining promotion within the party administration.
11. Family caring responsibilities are a barrier for members in obtaining promotion with the party.

Please provide brief answers to the following questions.

1. What recommendations would you make to improve gender balance and overall gender equality within the party?

2. What recommendations would you make to advance gender equality in the party's vision and policies?

3. What recommendations would you make to advance gender equality in the party's organizational culture?

4. Please add any other comments or ideas you might have.

ANNEXE 3. Action plan template

The table below gives an example of an action plan which the party may use as a template to develop a full, multi-year action plan on the promotion of gender equality within, and by the party. The action plan should systematize the implementation of all, or a selection of the recommendations made in the gender audit report.

Objective 1: To ensure gender-balanced representation in all party bodies and at all levels of governance

Activity	Success indicator	Baseline and target	Party body or unit in charge	Time frame

Objective 2: To strengthen the party profile, vision and policies related to gender equality advancement

Activity	Success indicator	Baseline and target	Party body or unit in charge	Time frame

Objective 3: To promote a gender-sensitive organizational culture and to prevent all forms of gender-based discrimination within the party

Activity	Success indicator	Baseline and target	Party body or unit in charge	Time frame

ODIHR's Gender-responsive Governance Toolkit and other gender and politics publications

The **Gender-responsive Governance Toolkit** is a series of targeted tools, each with a distinct practical and thematic focus. They introduce or advance institutional and policy solutions and practices for gender-responsive governance. The toolkit is aimed at participating States' political parties, other democratic institutions and civil society organizations, and complements ODIHR's existing gender-equality publications. The following tools have been released so far:

Tool 1: Advancing gender equality in politics —
National assessments and action plans

Tool 2: Transforming political parties from within —
Gender audits and action plans

List of ODIHR resources on gender equality

- Institutional Mechanisms as Critical Actors for Gender Equality: A Review from the OSCE Region, 2023
- Addressing Violence against Women in Politics in the OSCE Region: Toolkit, 2022
- Participatory Gender Audits of Parliaments: A Step-by-Step Guidance Document, 2022
- Realizing Gender Equality in Parliament: A Guide for Parliaments in the OSCE Region, 2021
- Making Laws Work for Women and Men: A Practical Guide to Gender-Sensitive Legislation, 2017
- Compendium of Good Practices for Advancing Women's Political Participation in the OSCE Region, 2016
- Handbook on Promoting Women's Participation in Political Parties, 2014
- Gender Equality in Elected Office: A Six-Step Action Plan, 2011

Endnotes*

- 1 Document of the Moscow Meeting of the Conference on the Human Dimension of the CSCE, OSCE, 3 October 1991, para. 40.
- 2 See the list of OSCE Ministerial Council decisions focused on [gender equality](#).
- 3 Ministerial Council Decision No. 14/04 - 2004 OSCE Action Plan for the Promotion of Gender Equality, OSCE, Sofia, 7 December 2004, para. 44 (b).
- 4 Ministerial Council Decision No. 7/09, Women's Participation in Political and Public Life, OSCE, Athens, 4 December 2009, paras. 1 and 3.
- 5 OSCE, Ministerial Council Decision No. 14/04, footnote 2, referenced from Official Records of the General Assembly, Fifty-Second Session, Supplement No. 3 (A/52/3/Rev.1), chapter IV, para. 4.
- 6 OSCE, Ministerial Council Decision No. 7/09, para. 5.
- 7 OSCE, Ministerial Council Decision No. 14/04, para. 44 (g).
- 8 OSCE, Ministerial Council Decision No. 7/09, para. 3.
- 9 Fourth World Conference on Women, Platform for Action, United Nations, Beijing, September 1995, Strategic objective G.1
- 10 OSCE, Ministerial Council Decision No. 14/04.
- 11 General recommendation No. 25, on article 4, paragraph 1, of the Convention on the Elimination of All Forms of Discrimination against Women, on temporary special measures, United Nations, 2004, para. 7.

* All links last accessed on 9 September 2024.

ENDNOTES

- 12 Rikki Holtmaat, “The CEDAW: a holistic approach to women’s equality and freedom”, in Anne Hellum and Henriette Sinding Aasen (editors), *Women’s human rights: CEDAW in international, regional, and national law*, (Cambridge: Cambridge University Press, 2013).
- 13 [International Covenant on Civil and Political Rights \(ICCPR\)](#), United Nations, General Assembly Resolution 2200A (XXI), 16 December 1966.
- 14 [Convention on the Elimination of All Forms of Discrimination against Women \(CEDAW\)](#), United Nations General Assembly, 18 December 1979.
- 15 [Resolution E/RES/1990/15](#), UN Economic and Social Council (ECOSOC), 1990.
- 16 [Recommendation CM/Rec\(2003\)3 of the Committee of Ministers to member States on balanced participation of women and men in political and public decision making](#), Council of Europe, 12 March 2003.
- 17 [Women’s full and effective participation and decision-making in public life, as well as the elimination of violence, for achieving gender equality and the empowerment of all women and girls](#), Commission on the Status of Women, United Nations Economic and Social Council, Sixty-fifth session, E/CN.6/2021/L.3, 30 March 2021.
- 18 See for example, OSCE, [Ministerial Council Decision No. 14/04](#), OSCE, [Ministerial Council Decision No. 7/09](#).
- 19 For further information, please see [Tool 3: Addressing Violence against Women in Political Parties](#), OSCE/ODIHR, 27 November 2022.
- 20 An example on how to integrate diversity angles can be found in the USAID [Guide on How to Integrate Disability into Gender Assessments and Analyses](#), 2010.
- 21 This approach is inspired by the following methodologies: International Labour Organisation: [A manual for gender audit facilitators: The ILO participatory gender audit methodology \(2nd Edition\)](#), 2012, and ODIHR’s [Participatory Gender Audits of Parliaments: A Step-by-Step Guidance Document](#), 16 August 2022.

