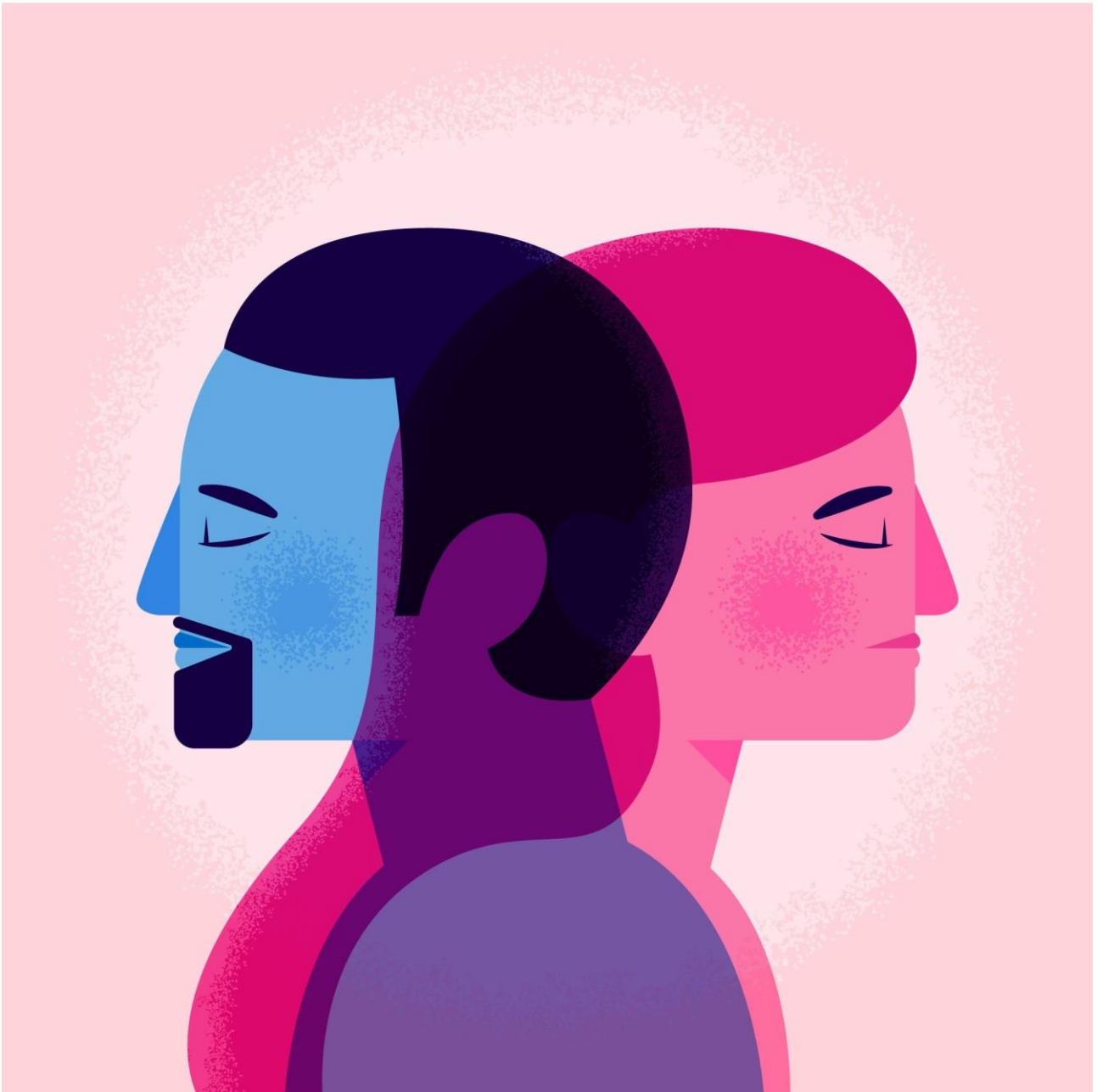


PAP/RAC Gender Equality Plan 2023 - 2030



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Introduction

Founded in 1977, the PAP/RAC is one of the six Regional Activity Centers (RACs) acting within the framework of the Mediterranean Action Plan (MAP) of the United Nations Environment Program (UNEP). Based in Split (Croatia), the PAP/RAC multidisciplinary professional team cooperates with government-designated representatives, international and national institutions, and a vast network of experts and stakeholders.

Activities are funded by the Contracting Parties to the Barcelona Convention through the Mediterranean Trust Fund. In addition, PAP/RAC mobilizes funds from various donors, such as the Global Environment Facility (GEF) and the European Union (EU).

In order to address the complex environmental, social, economic and institutional challenges that the Mediterranean coastline continually faces, the PAP/RAC supports Mediterranean countries towards the ratification and implementation of the Protocol on Integrated Coastal Zone Management (ICZM).

The ICZM process involves different sectors and levels of government as well as civil society and coastal communities, with the aim of minimizing negative environmental impacts, managing coastal resources sustainably and improving quality of life by Mediterranean. Like sustainable development, ICZM takes into account ecological, economic and social dimensions. Gender equality is therefore a central and legitimate issue which is a priority in the work of the PAP/RAC.

Gender equality is one of the priorities of the United Nations, which has made it one of its Sustainable Development Goals (SDGs), but which is also found in other objectives. So, Goal 5 is to “*Achieve gender equality and empower all women and girls*”, but gender aspects can also be found in other SDGs such as “*Promote sustained, inclusive economic growth and sustainable, full and productive employment and decent work for all*”.

Gender equality is also one of the essential principles of the European Union acquis, and is among the values of the constitutional order of the Republic of Croatia. However, social, political, economic and cultural inequalities are still present and it is necessary to promote an egalitarian society and consistently implement the right to equality in order to achieve full gender equality.

The objective of adopting this plan is to raise awareness among the PAP/RAC employees about all existing forms of gender discrimination, to strengthen the culture of gender equality, and to find solutions for a more equitable operation both within the PAP/RAC team and with external stakeholders commissioned by the PAP/RAC.

The plan provides for the measures and activities that the RAC/PAP will implement in accordance with its capacities in order to achieve the set objectives.

This document specifies what the PAP/RAC means by gender equality, and provides guidance to ensure that all of its strategies, programs, plans and processes integrate this theme as appropriate.

Legal frameworks and references

2.1. The UN and UNEP framework

The first comprehensive policy statement on gender mainstreaming which also served as an operational framework was published in 2017 as “*UNEP Policy and Strategy for Gender Equality and the Environment*”¹. Since then, several documents have been drafted and constitute the current legal framework for gender equality in the Mediterranean.

Thus, in 2017, the UN Strategy on Gender Equality² formalized the concept of gender parity, and was followed by the Strategic Plan 2022-2025, a guide for UN-Women towards 2030 including the Sustainable Development Goals which aim to achieve gender equality, the empowerment of all women and girls and the full enjoyment of their human rights.

The second edition of “*UNEP Policy and Strategy for Gender Equality and the Environment*” will be published at the end of 2023. This landmark document aims to promote gender equality and women's empowerment in the environmental sector in:

- Supporting gender mainstreaming in UNEP policies, programs and activities;
- Building capacity on gender and environmental issues;
- Applying science, data and lessons-based gender actions;
- Fostering gender-inclusive partnerships and collaborations;
- Constituting gender-inclusive advocacy.

2.2. European Union framework

Gender equality and non-discrimination are the founding cornerstones of the EU and are enshrined in the European Union Treaties, the Charter of Fundamental Rights of the European Union and secondary law. The following legal documents are considered relevant to the PAP/RAC Gender Equality Plan:

- Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment between men and women in matters of employment and occupation (recast);
- Directive 2010/41/EU concerning the application of the principle of equal treatment between men and women exercising an independent activity;
- Council Directive 92/85/EEC concerning the implementation of measures to promote improvements in the safety and health of pregnant workers, workers who have recently given birth or are breastfeeding.

In terms of strategic documents, the “*Strategy for gender equality 2020-2025*”³ of the European Commission is probably the most successful in promoting efforts aimed at achieving the international objectives of the Member States, but also in the cooperation work implemented at European level. The strategy “*presents objectives and actions aimed at making, by 2025, significant progress **towards a Europe that respects equality between men and women**. The aim is to achieve a Union where women and men, girls and boys, in all their diversity, are **free** to follow their chosen path in life and have equal opportunities*”

¹ [UNEP Policy and Strategy for Gender Equality and the Environment Guide](#)
² [gender_parity_strategy_october_2017.pdf \(un.org\)](#)

³ https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_fr

to lead prosperous lives, and where they can participate in and lead our European society with complete equality."

2.3. Croatian legal framework

At the national level, the Constitution of the Republic of Croatia has the highest legal force, and all legal regulations must also be harmonized there. Article 3 of the Constitution states that "*Liberty, equality, equity of all regardless of national origin or sex; pacifism, social justice, respect for human rights, inviolability of property, protection of nature and the environment, the rule of law and the pluralist democratic system are the supreme values of the constitutional order. According to the standards governing the protection of human rights and fundamental freedoms, everyone enjoys rights and freedoms regardless of their race, skin color, gender, language, opinions, his national or social origin, his fortune, his birth, his education, his social condition or other particularities. All are equal before the law-*/.*"

The provisions of the Constitution are further specified in individual laws and regulations, the most important of which are several laws that jointly represent the foundations of anti-discrimination legislation and are important in the field of gender equality:

- The law on gender equality ("Official Journal" number: 82/08 and 69/17)
- The law on the suppression of discrimination ("Official Gazette", numbers: 85/08 and 112/12)
- Labor law ("Official Journal", numbers: 93/14, 127/17, 98/19 and 151/22)
- The law on maternity and parental benefits ("Official Gazette", numbers: 85/08, 110/08, 34/11, 54/13, 152/14, 59/17 and 37/20)
- The Labor Market Act ("Official Gazette", number: 118/18, 32/20 and 18/22)
- The law on same-sex partnerships ("Official Gazette", numbers: 92/14 and 98/19).

According to article 5 of the Law on Gender Equality⁴, these terms mean "that women and men are equally present in all areas of public and private life, that they have equal status, equal opportunity to exercise all rights, as well as equal benefit from the results obtained."

According to article 9 of this same law (paragraph 1): "special measures are specific benefits which allow a person of a certain sex to participate on an equal footing in public life; to eliminate existing inequalities or to guarantee rights that were previously denied to him."

Paragraph 2: "Special measures are introduced temporarily to achieve real equality between women and men and are not considered discrimination."

Paragraph 4: "In order to ensure the full equality of men and women in practice, the principle of equal treatment does not prevent the maintenance or introduction of special measures to prevent or compensate for a less favorable position due to sex to obtain and procure goods and provide services."

Building on the key documents above, the PAP/RAC action plan aims to strengthen gender equality by:

- (i) Improving the knowledge of PAP/RAC staff on gender equality and in particular on unconscious sexist bias;
- (ii) Outlining specific actions and related objectives on how to reflect UNEP/MAP gender policies in the work of PAP/RAC, such as specific actions to integrate more gender considerations into the organization meetings, preparation and implementation of projects.

⁴<https://www.zakon.hr/z/388/Zakon-o-ravnopravnosti-spolova>

Definition of central concepts⁵

What is gender?

By “gender” we mean the identities, attributes and roles of men and women established by society [...]. The social and cultural meaning that society attributes to biological differences results in hierarchical relationships between men and women and a distribution of power and rights that advantage men and disadvantage women. The social position occupied by men and women is conditioned by political, economic, cultural, social, religious, ideological and environmental factors and can be modified by culture, society and community. (United Nations 2014, Women’s Rights are Human Rights)

Equality of results and concrete equality

The Committee on the Elimination of Discrimination against Women has explained that to achieve de facto equality, the root causes of inequality must be addressed; it is not enough to guarantee equal treatment with men. According to the Committee, the Convention requires that women be given equal opportunities from the outset, and that the State create an environment favorable to the empowerment of women with a view to achieving equality of results. This is the logical consequence of concrete equality or de facto equality. Through special measures, historical inequalities and wrongs can be redressed by temporarily granting women benefits and opportunities to pursue opportunities that have traditionally been beyond their reach.

To achieve concrete equality, changes must be brought about in attitudes, gender roles and stereotypes; we need a fundamental societal change that brings about a change in women’s experiences.

Source: *Committee on the Elimination of Discrimination against Women, general recommendation No. 25 (2004) on temporary special measures.*

Empowerment of women

It is the process by which women take charge of themselves and acquire the capacity to make strategic choices. Women’s empowerment rests on five pillars: women’s awareness of their own value; their right to formulate and make choices; their right of access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change in ways that create a more just economic and social order, both domestically and internationally. In this context, education, training, awareness-raising, the development of self-confidence, the broadening of choices, increased access to resources and control of these resources, measures aimed at transforming structures and Institutions that reinforce and perpetuate discrimination and gender inequality are important instruments in ensuring that women are empowered to claim their rights.

⁵ Adapted from “Gender Analysis Toolkit for Health Systems, Jhpiego, 2016; Gender Equality: Glossary of Terms and Concepts, UNICEF, 2017; Women 2030 Master Manual for Training of Trainers: Module 1, Concepts and Approaches to Mainstreaming Gender into the 2030 Agenda, GWA, 2018; and European Institute for Gender Equality Thesaurus, available at <https://eige.europa.eu/thesaurus>.

1. Gender equality in Croatia

According to the European Institute for Gender Equality, Croatia ranks 19th^{among} European Union countries on the gender equality index⁶. Since 2010, Croatia's score has increased by 8.4 points, moving the country up five places, indicating a positive trend.

Overall, the country has made progress in including gender equality in its policy agenda, both institutionally and legally. However, there are still areas that need improvement such as:

- Equality in the labor market: Since 2019, Croatia's score has deteriorated slightly in the labor market area (-0.4 points). The change is driven by higher levels of gender inequality in "participation" (-0.6 points), and "segregation and quality of work" (-0.3 points).
- The role in politics: only 27% of Government Ministers of the Republic of Croatia are female;
- The distribution of work between men and women⁷. Croatian women do well in education at all levels, including higher education, but earning degrees do not translate into higher levels of female labor force participation. Instead, overall employment in Croatia has a significant gender gap. While 71% of working men are employed, only 61% of working women are in paid employment. For women, there are changes throughout the life cycle, and not for the better: women start at employment levels comparable to men, but their labor force participation declines with age. This phenomenon is likely the result of two factors: traditional gender norms related to family, and the difficulties faced by women of childbearing age when seeking work or attempting to return after starting a family. The care of elderly parents with the rapid aging of the population could also be a factor.

2. Gender equality within RAC/PAP

a) Composition of the PAP/RAC team

In November 2022, the CAR/PAP team is made up of 10 members on permanent contracts, distributed as follows:

Job title	Number of persons	Sex
Director	1	Female
Director / Deputy Director.	1	Male
Financial officer	1	Female
Administrative officer	1	Female
Senior program manager	1	Female
Program manager	4	3 female – 1 male
General assistant	1	Female

Women therefore represent 80% of the PAP/RAC workforce. Although this percentage shows a lack of male representation, no measure is planned to strengthen it because it should be emphasized that the text of the law on gender equality aims to correct a recurring inequality: that of the lesser presence of women in

⁶ European Institute for Gender Equality, 2022, " *Gender Equality Index 2022 for Croatia* "

⁷World Bank, 2020, " *Investing in Opportunities for All Croatia Country Gender Assessment* ".

responsible jobs. Parity is an ideal of balance with a general, normative scope. It ensures the interest of all and equal opportunities for everyone, and cannot be restricted to its application within an institution.

In addition to its staff members, PAP/RAC employs additional staff on the basis of fixed-term contracts depending on the occasional needs of the Center. On this date, a male project assistant came to strengthen the team for a one-year contract.

Finally, the PAP/RAC regularly invites interns to join the team in order to acquire knowledge and know-how.

Although the current percentages seem to indicate that the PAP/RAC offers an environment particularly conducive to the employment of women, it is important that the indicator "percentage of women in the PAP/RAC workforce" continues to be monitored each year.

Action sheets

I. Everyday functioning and recruitment

1. Dedicated resources: resource commitment and gender expertise

Designation of a focal point: The main role of a focal point is to act as a catalyst to stimulate the process of integrating gender equality issues within the Centre. The focal point may be responsible for implementing activities relating to gender equality, but their contribution should be focused primarily on their role in helping colleagues to include this essential aspect in all PAP/RAC's projects.

PAP/RAC chose to designate one of the project manager employees with a sociology degree to fulfil this function. The focal point participated in the "Gender and environment" training offered by the UNCC: e-learn, and today devotes a minimum of 4 hours per week to the issue of gender equality (online research, support for PAP/RAC employees, communication with the UNEP/MAP focal point). She is responsible for supervising the application of this action plan.

Furthermore, the PAP/RAC gender focal point will attend free online training on gender issues offered by UNEP/MAP and UN Woman.

Actions to carry out	Responsible person	Indicator	Calendar
Percentage of participation in free online training on gender issues offered by UNEP/MAP or by UN Woman	Focal point on the gender issue	100% of online training courses offered followed	December 2024

2. Improve understanding of gender inequalities among PAP/RAC staff

Existing values and norms influence our image of reality, perpetuate stereotypes and support mechanisms (re)producing inequalities. Raising gender awareness among staff challenges gender values and norms by explaining how they influence and limit opinions considered and decision-making. Furthermore, awareness raising aims to stimulate general sensitivity to gender issues.

Actions to carry out	Responsible person	Indicator	Calendar
Make two presentations to raise awareness of gender issues per year	Focal point on the gender issue	Two PPT presentations on gender	December 2024

3. Write job offers clearly reflecting RAC/PAP's commitment to gender equality and diversity

In order to work in favour of non-discrimination, PAP/RAC has decided to include the following paragraph in the introduction to its job and collaboration offers⁸: "PAP/RAC wants to allow everyone to fully express their potential, in a desire for inclusion. Equal opportunities is a fundamental principle of its recruitment methods. Through these, the Centre guarantees that gender, ethnic origin, age, sexual orientation, religious beliefs, political opinion and other beliefs or even disability play no role in the recruitment of its future employees.

Actions to carry out	Responsible person	Indicator	Calendar
Introduce the paragraph emphasizing non-discrimination in recruitment advertisements	Director of CAR/PAP	Job offers systematically containing the paragraph emphasizing non-discrimination	January 2024

4. Establish the possibility of occasional teleworking

Women are often more engaged than men in the formal and informal care of children and the elderly and/or people with disabilities. In light of emerging demographic trends, such as the aging of society, the need for occasional remote activity may be exacerbated.

In Croatia, the law on working at a separate workplace⁹ can be applied to allow employees in case of personal needs, such as providing care to family members and immediate family members with disability, more serious health conditions, pregnant women and parents of children under the age of eight, as well as people suffering from serious health problems.

At the employee's request, the director may authorize the employee to work occasionally at a separate workplace for a period of less than 30 days, starting from the day the extraordinary circumstance occurred. The employee will be required to provide proof of his work according to the terms set out in the said law.

Actions to carry out	Responsible person	Indicator	Calendar
Establish the possibility of occasional teleworking	Director of PAP/RAC	The possibility of occasional teleworking is presented to employees	September 2024

⁸In accordance with the Anti-Discrimination Act (Zakon o suzbijanju diskriminacije "Narodne novine" broj 85/2008 i 112/2012)

⁹https://narodne-novine.nn.hr/clanci/sluzbeni/2022_12_151_2343.html

5. Encourage taking paternity leave

In many countries, paternity leave has been introduced to promote gender equality, at home and at work, and to challenge many gender stereotypes. Paternity leave helps reduce certain sexist attitudes and promote policies and interventions aimed at women.

In August 2022, the Act Amending the Act on Maternity and Parental Support¹⁰ entered into force in Croatia. It also introduces, as a new right in the system of maternity and parental benefits, paternity leave under which an employed or self-employed father benefits, between the day of the child's birth and the sixth month of his life, from paternity leave. This right is non-transferable and is exercised exclusively by the father.

<i>Actions to carry out</i>	<i>Responsible person</i>	<i>Indicator</i>	<i>Calendar</i>
<i>Promote taking paternity leave</i>	<i>Focal point on the gender issue</i>	<i>Presentation of the importance of paternity leave during the staff meeting</i>	<i>September 2024</i>

6. Establish conditions conducive to breastfeeding for women after returning to work.

According to the International Labor Organization, the right to continue breastfeeding – when returning to work after maternity leave – is important for the health of the mother but especially for that of the child¹¹. Giving mothers time to breastfeed and designating a space in which they can do so in good hygienic conditions allows women to not have to choose between returning to work and the best interests of their child. Furthermore, employers benefit in terms of productivity gains: parental absenteeism is in fact reduced thanks to the good health of children, a higher rate of return to work and better morale among employees.

According to Croatian law, an employee who breastfeeds a child while working full-time is entitled to a two-hour break per day to breastfeed her child until the child reaches the age of one year. This right can be exercised once or twice a day for a period of one hour. Time away from work is counted as working hours. The employee is entitled to salary compensation for the break time spent breastfeeding her child.

<i>Actions to carry out</i>	<i>Responsible person</i>	<i>Indicator</i>	<i>Calendar</i>
<i>Designate a room where employees can isolate themselves to breastfeed in pleasant conditions and communicate the information to staff</i>	<i>Focal point on the gender issue</i>	<i>Breastfeeding room identified and information communicated</i>	<i>September 2024</i>

¹⁰ <https://www.zakon.hr/z/214/Zakon-o-rodiljnim-i-roditeljskim-potporama>

¹¹ https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_186625/lang--fr/index.htm

II. Project planning

7. Systematically take the gender issue into account in projects

Systematic gender mainstreaming means taking gender equality into account at all stages and at all levels of policies, programs and projects. Women and men do not have the same needs or the same living conditions. The objective of gender mainstreaming is to take these differences into account when designing, implementing and evaluating policies, programs and projects, so that they benefit both women and men. men and do not increase inequalities but strengthen gender equality. Gender mainstreaming aims to resolve – sometimes hidden – gender inequalities. It is therefore a tool to achieve gender equality.

However, taking gender into account implies for a project the formulation of a secondary objective of reducing inequalities between women and men. Having coexisting objectives creates difficulties in the planning process by objectives, specific to the project approach. In addition, the approach being innovative, having a “gendered” project is closer to action research than to a classic project planned as a whole. Finally, the approach has consequences on the monitoring-evaluation processes, through the complexity of the developments to be monitored or evaluated, through a multiplication of perspectives and through the highly educational potential of these processes.

In view of the difficulties generated, it therefore appears obvious that it is necessary to have strong incentives for systematic consideration of this issue.

Actions to carry out	Responsible person	Indicator	Calendar
<i>Systematically take into account the gender issue in PAP/RAC projects</i>	<i>Focal point on the gender issue</i>	<i>Number of projects taking gender into account</i>	<i>September 2024</i>

8. Encourage female expert applications

As part of the activities it directs, PAP/RAC regularly hires national experts on a temporary basis to work on short or medium-term projects. Their functions consist of seeking concrete results and in particular analyzing problems, leading workshops or training courses, preparing documents for conferences and other meetings, or even writing reports related to their expertise.

Experts are most often required to work in teams, and it should be noted that parity within these teams is not always respected, despite the wishes of recruiters. As Fusulier, Barbier and Shaik (2015) point out ¹², men and women are not really in an equal position to pursue a scientific or academic career. As a result, they often cannot present the same qualifications and experience when applying for an expert position in a project.

Several mechanisms dissuading or preventing women from pursuing a scientific career have already been described in the scientific literature: getting women stuck in low-valued tasks creating a “sticky floor”; structuring of the scientific field around a masculine habitus (Beaufays, Kraus, 2005); “Matilda” effect for women (Rossiter, 1995) versus a “St Matthew” effect (Merton, 1968) for men. These mechanisms result in a

¹² <https://dial.uclouvain.be/pr/boreal/object/boreal:159392>

“leaky pipeline” effect (Berryman, 1983; Alper, 1993) producing a progressive “evaporation” of women as they advance in their careers (SHE Figures report, 2013).

These mechanisms are all the more significant in national contexts where gender equality is less. To the extent that PAP/RAC collaborates with all countries in the Mediterranean basin, the national contexts are very different from each other. This is evidenced by the ranking produced by the World Economic Forum (2023), which evaluates each year using its “Global Gender Gap Index” the state and evolution of gender parity across four key dimensions (economic participation and opportunities, educational attainment, health and survival and political empowerment).

Country	Place according to the “Global Gender Gap Index” (out of 146)
Albania	17
Algeria	144
Bosnia and Herzegovina	86
Cyprus	106
Croatia	55
Egypt	134
Spain	18
France	40
Greece	93
Israel	83
Italy	79
Lebanon	132
Libya	Out of classification
Malta	70
Morocco	136
Monaco	Out of classification
Montenegro	69
Slovenia	29
Syria	Out of classification
Tunisia	128
Türkiye	129

In countries at the bottom of the ranking, women often struggle to start their careers and gain the experience necessary to obtain the highest scores in response to PAP/RAC calls for tender. Ultimately, it happens that certain teams of experts do not include as many men as women, or even that they are composed entirely of male individuals.

Actions to carry out	Responsible person	Indicator	Calendar
<i>Write the terms of reference in inclusive writing</i>	<i>PAP/RAC project managers</i>	<i>Number of terms of reference written in inclusive writing</i>	<i>December 2024</i>
<i>Add a statement: “female applications are strongly encouraged”</i>	<i>PAP/RAC project managers</i>	<i>Number of terms of reference including the mention</i>	<i>December 2024</i>
<i>Obtain references from experts who will be informed by email of the existence of a job offer on the Centre page</i>	<i>PAP/RAC project managers</i>	<i>Number of experts contacted by email to inform them of the existence of a job offer</i>	<i>December 2024</i>

III. Project execution

9. Determine gender indicators within the framework of each project

To be able to take the gender issue into account, it is first necessary to “gender” the diagnosis on which a project is built. Knowledge of the population's living situation must then be refined to also understand the differences between the situations of women and men.

It is therefore necessary to collect and analyze all information in a differentiated manner, to provide ourselves with the means to understand variations in resources, skills, difficulties, etc. depending on the different groups that make up a given society. Many data can be gendered, such as those relating to health, education, work, decision-making or access to resources and future prospects. This then provides a basis for policy makers to develop policies. The indicators will then make it possible to measure their effectiveness in order to progress towards gender equality.

Actions to carry out	Responsible person	Indicator	Calendar
<i>Integrate gender indicators into projects</i>	<i>Focal point on the gender issue</i>	<i>Presence of gender indicators in all projects</i>	<i>September 2024</i>

10. Inform about the situation in terms of gender equality in the project country/ies

Although most of the constitutions of Mediterranean countries enshrine equality between men and women or at least between all citizens, the situation in reality varies greatly depending on the country. It should be noted that there is currently no perfect equality between the sexes in any of the 21 countries. Sometimes national laws may even contradict this principle of the constitution. For example, there are countries in which men inherit twice as much as women when a parent dies.

However, the situation is not always perceived as such by the citizens of the country in question, who sometimes lack information on the subject. Providing information on the real situation in terms of gender equality in the project country/ies makes it possible to transmit crucial information for a better understanding of these issues.

Actions to carry out	Responsible person	Indicator	Calendar
<i>Presentations on gender inequalities in the country/s during the project</i>	<i>Focal point on the gender issue</i>	<i>Number of presentations made</i>	<i>December 2024</i>
<i>Addition of a paragraph on the issue of gender in RAC/PAP strategic documents</i>	<i>PAP/RAC project managers</i>	<i>Number of strategic documents including a paragraph on the gender issue</i>	<i>December 2024</i>

11. An inclusive participatory process

An inclusive participatory process promotes the participation of women and men in policy development to ensure that their voices are heard and their priorities are reflected in policies, programs and projects¹³.

Gender-inclusive stakeholder consultation aims to involve the diverse perspectives of different groups of women and men affected by a public policy decision in order to:

a) better define the issues being considered; (b) choose between different types of solutions; and (c) reach consensus.

In this way, inclusive stakeholder consultation leads to better informed decision-making processes, more equitable distribution of resources and improved service delivery.

Actions to carry out	Responsible person	Indicator	Calendar
<i>Participants in meetings with project stakeholders are at least 40% female</i>	<i>PAP/RAC project managers</i>	<i>Percentage of meeting participants</i>	<i>December 2024</i>

12. Include women's rights associations in consultation processes

PAP/RAC will seek to systematically involve women's organizations and other groups that defend rights in dialogue with national and international institutions, particularly those responsible for defining economic orientations and political agendas. Women's rights organizations play a vital role in making progress toward making the world more equitable and eliminating violence against women and girls. They monitor strategic processes to ensure that commitments to gender equality goals are met. Emphasis is placed on meeting women's needs and priorities and reflecting them in policies and budgets.

Actions to carry out	Responsible person	Indicator	Calendar
<i>Contact at least one women's association in each project</i>	<i>PAP/RAC project managers</i>	<i>Number of projects in which a women's association was contacted</i>	<i>December 2024</i>

¹³ United Nations, How to manage gender -responsive evaluation — Evaluation handbook, 2015. Available at: http://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation_