

Gender Mainstreaming

Gender Equality Action Plans for Parliaments: Step-by-step tool

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European Institute for Gender Equality

We are an independent centre and the primary source for information on gender equality in the European Union. We contribute to making the European Union become a Union of Equality, where women and men, girls and boys in all their diversity are free to pursue their chosen path in life, have equal opportunities to thrive, and can equally participate in and lead our societies.

EIGE's unique expert knowledge, research, data and tools help policymakers design measures that are inclusive, transformative and promote gender equality in all areas of life. We communicate our expertise effectively and work closely with partners in order to raise awareness at the EU and national levels, as well as in EU candidate countries and potential candidate countries.

European Institute for Gender Equality, EIGE
Gedimino pr. 16
LT-01103 Vilnius
LITHUANIA
Tel. +370 52157444

Email: eige.sec@eige.europa.eu

Find us on:



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The tool is available online through EIGE's Gender-sensitive Parliaments toolkit on the Gender Mainstreaming Platform: <https://eige.europa.eu/gender-mainstreaming/toolkits>. EIGE created the online platform on gender mainstreaming to support EU institutions and governmental bodies with the integration of a gender perspective in their work. The platform provides insights on the relevance of gender in a variety of policy areas and offers online tools for gender mainstreaming.

Contributors

Saredo Mohamed, Rhydian Rolant Cleaver, Miranda McMinn, Océane Kouaya (all ICF S.A), Andy Fuller (Alphametrics), Josefina Erikson (Uppsala University) and Nafsika Moschovakou (independent expert).

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1. About this tool

This tool provides practical step-by-step guidance to parliaments at the EU, national and regional levels to develop, implement, monitor and evaluate a gender equality action plan.

The tool describes how to:

- plan the **process** of establishing a gender equality action plan from start to finish;
- set up the necessary **support structures and conditions** that are required to successfully execute a gender equality action plan;
- design the **contents** of a gender equality action plan, including the measures that parliaments can adopt;
- recognise the key **challenges** they may encounter throughout the process, and potential **solutions** to prevent and address these concerns.

The tool supports parliaments in achieving gender-responsive institutional transformation. If you have assessed the gender-sensitivity of your parliament, develop a gender equality action plan as a next step towards achieving a gender-sensitive parliament.



To assess and monitor gender equality and gender mainstreaming in your parliament, check out EIGE's [self-assessment on gender-sensitive parliaments](#). See EIGE's [gender institutional transformation toolkit](#) for step-by-step guidance on integrating a gender perspective in institutions.

To use this tool, follow this guidance:

- ➔ Read through **each individual step** describing the processes of establishing a gender equality action plan.

- ➔ Use the **checklists** and **templates**.

- ➔ Get inspired by examples of measures that can be adopted in each step. These include:

- **practical examples** drawn from existing gender equality action plans adopted by parliaments in the EU and beyond;
- **fictional examples** of measures taken by parliaments to develop, implement, monitor or evaluate their gender equality action plan;
- examples of **measures** that you can integrate into your own gender equality action plan;
- examples of **benchmarks and targets**, as well as **performance indicators** you can assign to measures in your plan;
- examples of **gender-sensitive evaluation** questions that you can use to measure the progress achieved through your gender equality action plan.

- ➔ Read the **'further resources'** section to learn more about developing a gender equality action plan for your parliament.

- ⬇ Refer to the guide below to navigate the **coloured boxes and tables**.

Green	Example
Orange	Definition
Purple	Checklist
Blue	Template
Red	'Dos and don'ts'

2. What are gender equality action plans for parliaments?

Gender equality action plans are **gender mainstreaming tools that describe the specific actions a parliament will take to advance gender equality in their institution.**

Gender equality action plans **hold parliaments responsible** for their gender equality commitments and ensure that the realisation of gender equality is an achievable objective within the parliament, rather than a 'wish'. These plans include detailed information on the:

- overarching **goals** that the parliament will strive towards to advance gender equality in the institution during a specific period;
- specific **measures** that will be implemented by different groups in the institution to address each of the issues identified, within the specified timeframe;
- **steps** that will be taken to **monitor** the plan's implementation and **evaluate** whether it has achieved its overarching goals.

These plans **bring together different actors under a common framework for advancing gender equality** and achieving gender-responsive institutional transformation. These include:

- members of different **political parties**, to ensure that the achievement of gender equality is not viewed as the initiative of a single party and is instead a shared value;
- representatives from both the **political and administrative sides of parliament** to ensure that the plan has the political support required to contribute to institutional reforms and the technical support needed to ensure its smooth delivery.

Gender equality action plans provide an opportunity for parliaments to ensure that the perspectives of women and men with different backgrounds are considered, and that those who may experience gender and intersecting inequalities are not left behind.

What are gender and intersecting inequalities?

Gender intersects with other characteristics (i.e. age, socioeconomic situation, disability, race, ethnicity, religion, gender identity and sexual orientation, rural or urban location, etc), and these intersections might contribute to unique experiences of exclusion and discrimination for different groups of women and men. Parliaments can design tailored measures in their gender equality action plans to support women and men in all their diversity (e.g. to increase the representation of minority ethnic women and/or women with disabilities and improve their working conditions to ensure that they have opportunities to contribute to the work of parliament with an equal voice).



See EIGE's [brief](#) on gender equality action plans to learn more about what gender equality action plans are, how these plans can facilitate gender-responsive in-

stitutional transformation, and how they can support institutions in addressing gender inequalities, including from an intersectional perspective.

3. Why are gender equality action plans important for parliaments?

A gender equality action plan demonstrates the parliament's dedication to gender equality and gender mainstreaming. It signals to members, stakeholders, citizens, and other institutions that the parliament is a **role model** for promoting gender equality and is committed to **fairness and social justice**.

- Gender equality action plans help parlia-

ments **to better deliver on national gender equality commitments**.

In some EU Member States, parliaments, among other public and private institutions and companies, are required by **national laws** to develop gender equality action plans for their parliamentary administration.

Examples of national requirements for establishing a gender equality action plan

In **Austria**, the **National Council** (lower house of the Austrian Parliament) and other public institutions are required by the Federal Equal Treatment Act to establish continuous plans for the advancement of women ⁽¹⁾. In 2009, the National Council adopted a 6-year plan for the Parliamentary Directorate (the administrative body of the parliament that oversees the facilitation of parliamentary events and operations) ⁽²⁾. Replacement plans have since been adopted in 2014 (covering 2015–2020) ⁽³⁾ and 2021 (2021–2026) ⁽⁴⁾ aiming to ensure equal opportunities for women and men employed by the Parliamentary Directorate.

In **Spain**, Article 64 of Organic Law 3/2007 requires that the central government and its subordinate bodies establish equality plans ⁽⁵⁾. In 2020, the National Parliament of Spain adopted its **gender equality plan (2020–2024)**, which aims to improve gender equality among staff of the parliamentary administration ⁽⁶⁾.

- As gender mainstreaming tools, gender equality action plans are embedded within the **EU's commitment to gender equality and gender mainstreaming**.

This commitment is reaffirmed in several EU

treaties, in the gender mainstreaming resolutions of the European Parliament ⁽⁷⁾, and the EU's Gender Equality Strategy (2020–2025) ⁽⁸⁾, which includes a goal to achieve gender balance in decision-making and politics ⁽⁹⁾.

⁽¹⁾ Section 11a. (1) of the federal law on equal treatment in the area of the federal government (Federal Equal Treatment Act – B GIBG) (https://www.genderportal.eu/sites/default/files/resource_pool/aut42823.pdf).

⁽²⁾ Austrian Federal Chancellery (2009), 'Women's advancement plan for the Parliamentary Directorate' (https://www.ris.bka.gv.at/Dokumente/BgblAuth/BGBLA_2009_II_34/BGBLA_2009_II_34.html).

⁽³⁾ Austrian Federal Chancellery (2014), 'Women's advancement plan for the Parliamentary Directorate' (https://www.ris.bka.gv.at/Dokument.wxe?Abfrage=BgblAuth&Dokumentnummer=BGBLA_2014_II_378).

⁽⁴⁾ Austrian Federal Chancellery (2021), 'Women's advancement plan for the Parliamentary Directorate' (<https://www.ris.bka.gv.at/eli/bgbl/II/2021/168/20210414>).

⁽⁵⁾ Spain (2007), Organic Law 3/2007, of 22 March (https://www.coe.int/t/pace/campaign/stopviolence/Source/spain_constitutional-act3_2007_en.pdf).

⁽⁶⁾ Spanish National Parliament (2020), 'Equality plan of the *Cortes Generales* 2020-2024' (<https://www.congreso.es/en/cem/igualdad#:~:text=El%20I%20Plan%20de%20Igualdad,%C3%A1mbito%20de%20la%20administraci%C3%B3n%20parlamentaria>).

⁽⁷⁾ European Parliament (2021), *Gender Mainstreaming in the European Parliament: State of play*, European Parliament, Brussels ([https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU\(2021\)694216_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU(2021)694216_EN.pdf)).

⁽⁸⁾ European Commission (2020), 'Gender equality strategy 2020-2025' (https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en).

⁽⁹⁾ See footnote 8.

The European Parliament's gender mainstreaming resolutions and gender equality action plan

Since 1997, the **European Parliament** has adopted seven resolutions on gender mainstreaming that describe the commitments of the European Parliament to integrate a gender perspective into all areas and activities of the institution ⁽¹⁰⁾ and to develop the necessary support structures to facilitate gender mainstreaming (i.e. a High-level Group on Gender Equality and Diversity, and a Gender Mainstreaming Network (GMN) ⁽¹¹⁾). As part of its commitment to gender equality and gender mainstreaming, in 2020 the European Parliament adopted a gender action plan ⁽¹²⁾. In 2021, the European Parliament adopted a roadmap for the implementation of the gender action plan, covering 2021–2022 ⁽¹³⁾. The Parliament's gender action plan and roadmap for the first time cover both the administrative and 'political side' of Parliament ⁽¹⁴⁾. The roadmap includes measures to increase the representation of women in management positions, to increase the use of gender mainstreaming tools (gender budgeting and impact assessments) and to ensure gender balance in committees and delegations. The plan also fosters cooperation between the Parliament's political bodies responsible for gender mainstreaming ⁽¹⁵⁾.

- Gender equality action plans can also satisfy **international commitments to advance gender equality and achieve gender-sensitive parliaments**. These include the UN Convention on the Elimination of All Forms of Discrimination against Women ⁽¹⁶⁾, the Beijing Declaration and Platform for Action ⁽¹⁷⁾, and the UN's sustainable development goals ⁽¹⁸⁾.

⁽¹⁰⁾ European Parliament (2021), *Gender Mainstreaming in the European Parliament: State of play*, European Parliament, Brussels ([https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU\(2021\)694216_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU(2021)694216_EN.pdf)).

⁽¹¹⁾ See footnote 10.

⁽¹²⁾ European Parliament (2021), *Gender Mainstreaming in the European Parliament: State of play*, European Parliament, Brussels ([https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU\(2021\)694216_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU(2021)694216_EN.pdf)).

⁽¹³⁾ See footnote 12.

⁽¹⁴⁾ In 2009, the European Parliament adopted the 'Action plan for the promotion of gender equality and diversity within the European Parliament Secretariat (2009-2013)'. The plan aimed to achieve professional equality between the women and men employed by the Secretariat of the European Parliament (the administrative body of the institution). In 2014, a subsequent gender equality action plan was adopted for the Parliament Secretariat for the 2014-2019 period.

⁽¹⁵⁾ See footnote 14.

⁽¹⁶⁾ UN General Assembly (1979), Convention on the Elimination of All Forms of Discrimination against Women, 18 December 1979 (<https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women>).

⁽¹⁷⁾ UN (1995), Beijing Declaration and Platform for Action, Beijing +5 Political Declaration and Outcome (<https://www.unwomen.org/en/digital-library/publications/2015/01/beijing-declaration>).

⁽¹⁸⁾ UN (2015), 'Sustainable Development Goals – Goal 5: Achieve gender equality and empower all women and girls', UN website (<https://www.un.org/sustainabledevelopment/gender-equality/>).

International commitments for gender-balanced representation in political decision-making and achieving gender-sensitive parliaments

In 2003, the **Council of Europe** Committee of Ministers adopted a recommendation on balanced participation of women and men in political and public decision-making. It urges governments of Member States to commit themselves to: promoting gender-balanced representation; protecting and promoting the equal political rights of women and men; promoting measures to support women's will to participate in political decision-making; and monitoring and evaluating progress in achieving balanced participation of women and men in political and public life ⁽¹⁹⁾. The Council of Europe's Parliamentary Assembly and Congress of Local and Regional Authorities have also adopted several recommendations and resolutions urging Member States to promote women's participation in political life ⁽²⁰⁾.

In 2012, the 127th Assembly of the **Inter-Parliamentary Union** (IPU) unanimously adopted a plan of action for gender-sensitive parliaments ⁽²¹⁾. In 2022, Member Parliaments of the IPU adopted the Kigali Declaration 'Gender equality and gender-sensitive parliaments as drivers of change for a more resilient and peaceful world' at the 145th IPU Assembly ⁽²²⁾. Parliaments that endorsed the Kigali Declaration committed to five key measures which focus on: achieving parity in political decision-making; ensuring parliamentary law-making, law-enforcement, and budgeting are gender-responsive; putting vulnerable populations at the centre of their parliamentary functions of legislation, oversight, resource allocation and representation; ending gender-discrimination, violence and other harmful practices; and advancing equality in caring responsibilities among men and women.

⁽¹⁹⁾ Council of Europe (2003), *Recommendation (2003)3 of the Committee of Ministers to Member States on balanced participation of women and men in political and public decision-making*, 12 March 2003 (https://search.coe.int/cm/Pages/result_details.aspx?Objec-tID=09000016805e0848).

⁽²⁰⁾ Council of Europe, 'Achieving balanced participation of women and men in political and public decision-making', Council of Europe website ([https://www.coe.int/en/web/genderequality/balanced-participation#{ %2216805331 %22:\[1\]}](https://www.coe.int/en/web/genderequality/balanced-participation#{ %2216805331 %22:[1]})).

⁽²¹⁾ IPU (2017), *Plan of Action for Gender-sensitive Parliaments* (<https://www.ipu.org/resources/publications/reference/2016-07/plan-ac-tion-gender-sensitive-parliaments>).

⁽²²⁾ IPU (2022), 'IPU Member Parliaments commit to accelerating gender equality', IPU website (<https://www.ipu.org/news/press-re-leases/2022-10/ipu-member-parliaments-commit-accelerating-gender-equality>).

4. Who is the tool for?

This tool is designed to benefit the following parliamentary groups and structures presented in Figure 1. Not all groups and structures mentioned here are present in all parliaments.

Figure 1. Groups and structures in parliament who can benefit from this tool

Parliamentary leaders

Parliamentary leaders (bureaus, presidiums, boards and other leadership bodies) can be supported by this tool to establish the necessary support structures to develop, implement, monitor and evaluate a gender equality action plan, and to allocate the sufficient human and financial resources for ensuring the plan's success.

High-level working groups or committees

The tool describes how **high-level working groups** or committees established for the concrete purpose of delivering a gender equality action plan can support the development, implementation, monitoring and evaluation of a gender equality action plan.

Permanent gender equality offices

The ways in which the **gender equality offices** that sit in the parliamentary administration can use their gender expertise to provide technical support for the implementation, monitoring and evaluation of a gender equality action plan initiative are laid out in this tool.

Gender equality committees

The tool includes measures that gender equality committees, as cross-party structures of the parliament, can take to improve the general legal framework for gender equality in their country, promote gender mainstreaming in their own legislative work, and carry out oversight of gender equality in government action.

Women's caucuses

This tool describes how women's caucuses that bring together women members of parliament (MPs) from different political parties can help the parliament to identify key gender equality concerns in the institution, raise cross-party support of the gender equality action plan, and advocate for gender-sensitive legislative outputs and policies.

MPs

MPs can be supported by this tool to tackle gender inequalities that they may experience in their workplace (e.g. a lack of gender representation amongst their peers or a poor working environment that fails to prevent gender-based violence) and facilitate gender-responsive institutional transformation. The support of MPs is crucial for achieving a gender-sensitive parliament.

Parliamentary employees

The tool shows how the parliamentary administration (ranging from administrative staff to staff that maintain the facility, and other staff that support the functioning of the institution) can provide technical support for a gender equality action plan and can ensure that the lessons learned are embedded within the institution and are carried across different terms.

Staff of MPs

This tool describes how staff of MPs (employees hired directly by MPs who provide various forms of administrative, executive and research support) can facilitate the implementation of gender equality action plans by supporting MPs in mainstreaming a gender perspective into their legislative work, or by conducting research on how gender inequalities impact the constituencies of their employers.

External experts or stakeholders

This tool describes how [external experts or stakeholders](#) (i.e. gender-sensitive parliaments experts, international organisations, academics and civil society representatives) can increase the capacity of the parliament to carry out gender-sensitive reforms, can raise societal awareness of the parliament's efforts to advance gender equality in the institution and in the country and can remind parliaments of the commitments outlined in their gender equality action plans.

5. Before starting to work on a gender equality action plan

Having the necessary commitment, structures and resources in place creates an environment that is conducive to the development of a gender equality action plan and ensures that the parliament is able to tackle gender inequalities in a systematic and coordinated way. This is why it's important to ensure to:



Commit to the adoption, implementation, monitoring and evaluation of a gender equality action plan (and ideally subsequent plans).



Establish **supporting structures**, such as a high-level working group or committee that is responsible for delivering and overseeing the plan, with the technical support of a gender equality office (in the parliamentary administration) and ensure human and financial resources are available for the development of the plan.

5.1. Commit to a gender equality action plan

As a minimum requirement, for a gender equality action plan to be successful, **leaders of the**

parliament must formally commit to the establishment of a gender equality action plan.

The support of leadership symbolises the endorsement of the wider institution. It sets a precedent that the plan is a priority for the parliament.

You can choose to commit to:

- a long-term gender equality action plan active for a minimum of 3–4 years, which allows you to make more substantial reforms to your parliament and monitor the enduring impacts over an extended period;
- a shorter plan (e.g. 1–2 years), which is more flexible in changing circumstances and may require fewer human and financial resources.

Decide which option works best for you depending on your institutional context.

Your parliamentary bureau can also opt for **continuous** plans (i.e. follow-up plans that become active after a plan expires). This approach helps in achieving institutional transformation.

Who are relevant leaders in parliaments?

Parliamentary leaders include members of parliamentary bureaus, presidiums, boards, and similar decision-making authorities that are responsible for managing the overall operations and activities of the parliament. The following sections refer to these various decision-making bodies as '**parliamentary bureaus**'.

Examples of formal commitments made by parliamentary bureaus

In 2006, the **Swedish Parliament** adopted a decision that authorises the establishment of a gender equality action plan. The parliament decided to conduct continuous work to improve gender equality in the institution and established that the Board of Directors would be responsible for overseeing this work ⁽²³⁾. As part of their responsibility, the board is required to develop and evaluate gender equality action programmes for each electoral period ⁽²⁴⁾. Since 2006, the board has developed and endorsed gender equality action programmes for five election periods.

In 2019, the **European Parliament** adopted a new provision in its Rules of Procedure (Rule 239 on gender mainstreaming) that establishes the obligation to adopt a gender action plan aimed at integrating a gender perspective into all the Parliament's activities at all levels and stages. The Rules of Procedure provides for biannual monitoring of the plan, and its review at least every 5 years ⁽²⁵⁾.

Checklist #1: Commit to a gender equality action plan

	Identify the leaders that will formally commit to the development, implementation, monitoring and evaluation of a gender equality action plan (e.g. parliamentary bureaus, the presidium or the board).
	Decide how these leaders will pledge their commitment (e.g. through an agreement at a bureau meeting or by incorporating the commitment into a broader gender equality strategy).
	Assess whether leaders can commit to the establishment of recurring plans (i.e. plans that occur repeatedly after a specified period).
	Decide how regularly new gender equality action plans will be developed (e.g. every electoral period).

5.2. Set up supporting structures

Engage the following groups to deliver and oversee the gender equality action plan. Make sure that the groups you establish and work with for the development of the gender equality action plan are suited to your context.

High-level working groups or committees

Establish a **high-level working group or committee** (under the auspices of the bureau) for the specific purpose of delivering and oversee-

ing a gender equality action plan. The group can be comprised of the following.

- Individual leaders in parliament (i.e. presidents, speakers, etc.), to ensure that the plan is viewed as a political priority throughout the institution.
- MPs representing different political parties, to ensure that the plan receives cross-party support. Ideally, the MPs would also be members of different committees, that can advocate for the promotion of the gender equality action plan in their legislative work.

⁽²³⁾ Swedish Parliament (2006), Decision of June 1, 2006 (https://www.riksdagen.se/sv/dokument-lagar/arende/betankande/riksdagen-i-en-ny-tid_gt01ku21#stepBeslut).

⁽²⁴⁾ Swedish Parliament (2022), 'Action programme for gender equality in the Parliament for the 2022-2026 electoral period' (https://www.riksdagen.se/globalassets/05.-sa-fungerar-riksdagen/arbetet-i-riksdagen/jamstalldhetsarbete-i-riksdagen/handlingsprogram-for-jamstalldhet-i-riksdagen-2022-2026_publicerat.pdf).

⁽²⁵⁾ Rules of Procedure of the European Parliament – Content – December 2019 (Rule 239).

- Representatives of different departments of the parliamentary administration that can provide technical support for the development of the plan and ensure the mobilisation of resources to implement it. You can also select ‘focal points’ from each department of the parliamentary administration that are not members of the high-level working group but can be regularly consulted throughout the process of developing the plan.

Ensure that **women and men** (with different

backgrounds in terms of age, socioeconomic situation, disability, race, ethnicity, religion, family status, sexual orientation, rural or urban location, etc.) are part of the high-level group or committee.

Ensure that the high-level working group or committee will have access to adequate **human and financial resources** to develop the plan and agree that funding will be made available at a later stage to implement, monitor and evaluate the plan.

Example of a high-level working group or committee

In **Sweden**, the national parliament’s Board of Directors is responsible for establishing a working group during each electoral period that will oversee the delivery and implementation of their gender equality action programme ⁽²⁶⁾. While the gender equality working group has become a permanent body in the parliament, the board renews its members each term. For the 2022–2026 electoral period, the board appointed a gender-balanced working group consisting of eight members from different political parties ⁽²⁷⁾. The efforts of this group are led by the First and Second Deputy Speakers of the parliament, which signifies that their work is of high political importance.

Permanent gender equality offices (in the administration)

In addition to a high-level working group or committee, a **gender equality office** (that sits in the parliamentary administration) can help to provide technical support for the design and delivery of the gender equality action plan. While

the members of the high-level working group or committee change each term, staff employed in the gender equality office would carry on the lessons learned from previous gender equality action plans. This permanent gender equality office should be comprised of both men and women, with specialist expertise in the field of gender equality.

Example of a permanent gender equality office in the administration

In **Catalonia**, autonomous community of Spain, the Parliament established both a Gender Equality Working Group and an Equality Office (in the administration) to support the implementation of their 2020–2023 gender equality plan ⁽²⁸⁾. The Gender Equality Working Group included a representative from the Board of the Parliament of Catalonia, representatives from all parliamentary groups and subgroups, representatives from the Parliament’s Staff Council, General Secretary (in the development phase), the Office of the Presidency, and legal services (in the implementation phase).

This working group is responsible for the development and oversight of the plan, while the Equality Office provides technical support to the working group and is also tasked with implementing specific actions in the plan (for example, implementing the protocol against sexual harassment and harassment on the grounds of sex, sexual orientation, gender identity or gender expression).

⁽²⁶⁾ See footnote 23.

⁽²⁷⁾ Swedish Parliament (2022), ‘Gender Equality work in the Riksdag’, Swedish Parliament website (<https://www.riksdagen.se/en/how-the-riksdag-works/the-work-of-the-riksdag/gender-equality-work-in-the-riksdag/#representatives-from-all-political-parties-participate-10>).

⁽²⁸⁾ Parliament of Catalonia (2020), ‘Gender equality plan 2020–2023’ (<https://www.parlament.cat/document/actualitat/53018704.pdf>)

External experts or organisations

You can also work with an external expert or organisation that can support the development of your gender equality action plan, with the supervision and support of an internal steering body or working group.

External experts and organisations can:

- offer a perspective which may be **less prone to bias**;
- possess **specialised knowledge** on gender and intersecting inequalities;

- share **best practices** from other parliaments they have worked with.

There are also limitations associated with working with external experts and organisations. For example, these groups may not have a full understanding of your organisational and cultural **context**, or may be considered an **'outsider'**, resulting in resistance to the plan. To mitigate this, any external experts or groups involved in the development of the plan should be aware of the local norms, practices, and cultural **context** that your parliament operates within, and the **political dynamics** that exist between groups within your institution.

Example of external experts supporting the development process

In **Finland**, the Parliamentary Office hired an external research group to carry out a gender equality assessment in the Parliament of Finland⁽²⁹⁾. The assessment consisted of written surveys and qualitative interviews that collected data on the state of gender equality in their institution. The work was overseen by a steering group which consisted of MPs from all parliamentary groups, an academic gender expert and representatives from the Parliamentary Office. The results of the assessment were publicly disseminated prior to the beginning of the 2019–2023 parliamentary term.

The Parliamentary Office provided recommendations to the Speaker of Parliament for promoting gender equality and non-discrimination in seven thematic areas. The recently established Parliamentary Equality Council ordered a follow-up assessment to identify changes in the state of gender equality since the previous assessment, which replicated its methodology⁽³⁰⁾. The assessment was published in 2022 prior to the beginning of the 2023–2027 electoral term.

Checklist #2: Establish support structures for your gender equality action plan

	Establish a high-level working group or committee that includes diverse groups of women and men and people representing both the political and administrative sides of parliament (i.e. members of the bureau, MPs, parliamentary employees, etc.), and different political parties .
	Determine the human and financial resources that can be allocated to the high-level working group or committee for the development of the gender equality action plan.
	Make sure to engage the gender equality office in the administration. Keep in mind that other departments in the administration (such as the human resources (HR) department) also play an integral role in ensuring the success of these plans.
	Decide whether any external experts or organisations will support the development of the gender equality action plan. If yes, familiarise them with the organisational and cultural context . Ensure that your high-level working group, committee, or a similar steering body is available to provide guidance to the external experts.

⁽²⁹⁾ Finnish Parliamentary Office (2019), *Realisation of Gender Equality in the Finnish Parliament* (https://www.eduskunta.fi/FI/naine-duskuntatoimii/julkaisut/Documents/ekj_8+2019.pdf).

⁽³⁰⁾ Parliament of Finland (2022), 'Equality in parliamentary work', Parliament of Finland website (<https://www.eduskunta.fi/FI/tiedotteet/Sivut/Tasa-arvo-edenny-eduskunnassa.aspx>).

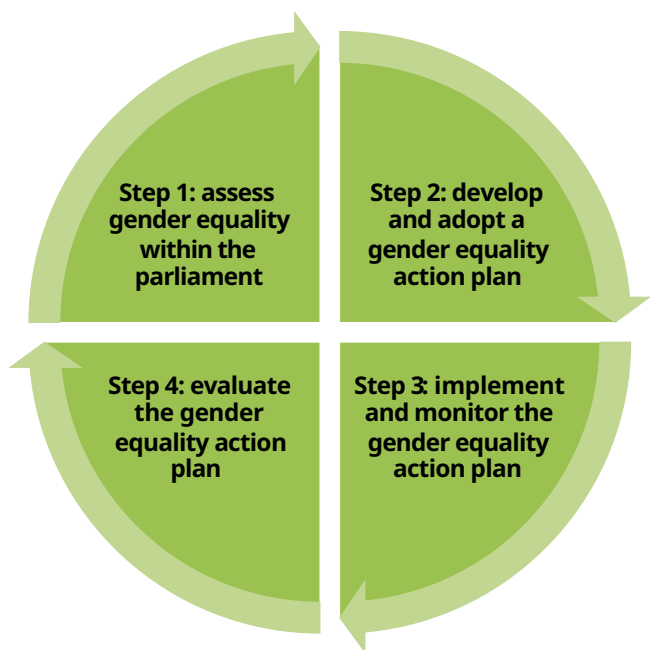
Checklist #2: Establish support structures for your gender equality action plan

	<p>Assess any factors related to data privacy and protection that need to be considered when selecting internal and/or external experts. For example, consider who can access employee data or other sensitive information (such as complaints related to harassment and sexual harassment).</p>
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6. How to establish a gender equality action plan for parliament

Learn more about the specific steps to establish a gender equality action plan in parliaments in this section.

Figure 2. Steps to establish a gender equality action plan for parliament



6.1. Step 1: Assess gender equality within the parliament

Prior to developing a gender equality action plan, assess the extent to which your parliament promotes gender equality internally and through its external work. Gender equality assessments help parliaments to **understand the status quo regarding the internal culture and practices of the institution and identify the specific gender and intersecting inequalities** that exist within the parliament.

Assessing the level of gender-sensitivity in parliaments is a **necessary step that must be fulfilled** before developing and implementing a gender equality action plan.

Use EIGE’s [self-assessment tool](#) to see where your parliament stands on its way to gender equality. The tool will help you to identify the main strengths and challenges related to the gender-sensitivity of your parliament in five areas. Each area is comprised of one or more ‘domains’, which focus on different issues that are relevant for MPs and/or parliamentary employees.

What is EIGE’s self-assessment framework on gender-sensitive parliaments?

Area 1: Women and men have equal opportunities to ENTER parliament focuses on:

- electoral rules and procedures to assure gender quality ([Domain 1](#));
- political parties’ measures to support equal access to parliament ([Domain 2](#));
- recruitment procedures for parliamentary employees ([Domain 3](#)).

Area 2: Women and men have equal opportunities to INFLUENCE parliament. Considers whether women and men have [equal opportunities to influence the working procedures of parliaments](#) by assessing the:

- capacity of MPs in a parliament ([Domain 1](#));
- structure and organisation, in terms of the working environment and work-life balance measures ([Domain 2](#));
- staff organisation and procedures ([Domain 3](#)).

What is EIGE's self-assessment framework on gender-sensitive parliaments?

Area 3: Women's interests have adequate SPACE in parliament considers the structures and tools that facilitate gender equality and gender mainstreaming within the institution. It includes three domains:

- gender mainstreaming structures (e.g. groups/bodies) ([Domain 1](#));
- gender mainstreaming tools in parliamentary work ([Domain 2](#));
- gender mainstreaming tools for parliamentary employees ([Domain 3](#)).

Area 4: Gender-sensitive LEGISLATION considers the efforts of parliaments to produce gender-sensitive outputs that integrate the concerns of both women and men into the political process and across all policy sectors. This area explores:

- the general legal framework for gender equality in the country ([Domain 1](#));
- gender mainstreaming in legislation ([Domain 2](#));
- oversight of gender equality ([Domain 3](#)).

Area 5: SYMBOLIC function of parliament assesses whether the parliament complies with its [symbolic function](#). The two domains comprising this area include:

- gender-sensitive organisation of parliament spaces ([Domain 1](#));
- gender equality in external communication and representation ([Domain 2](#)).



Check out how gender-sensitive your parliament is [here](#).

See [where](#) the European Parliament and national parliaments in the EU stand on their way to gender equality.

Examples of other assessment approaches you can use

You can develop your own assessment approach (tailored to your unique needs), or utilise other existing approaches and tools to assess the gender-sensitivity of your parliament.

- In 2012, the **Inter-Parliamentary Union (IPU)** developed a [plan of action for gender-sensitive parliaments](#) and in 2016 published a [self-assessment toolkit](#), allowing parliaments to assess the gendered composition and organisational culture of their institution across seven thematic areas.
- In 2018, the **Organization for Economic Cooperation and Development (OECD)** published a [toolkit for mainstreaming and implementing gender equality](#) which contains a dedicated section on parliaments to help assess whether they adequately mainstream gender into their internal and external activities and whether they promote gender balance at all levels of the institution.
- In 2020, the **Commonwealth Parliamentary Association (CPA)** published [gender sensitising parliaments guidelines](#). The document includes a checklist to assess gender equality in institutional leadership, the collection of sex-disaggregated data, gender expertise in parliaments, and women's roles in parliamentary bodies.
- In 2021, the **Organization for Security and Co-operation in Europe's (OSCE) Office for Democratic Institutions and Human Rights (ODIHR)** published the resource '[Realizing Gender Equality in Parliament: A Guide for Parliaments in the OSCE Region](#)'. In 2022, the organisation also published a [step-by-step guidance document](#) on conducting participatory gender audits for parliaments.

Examples of gender equality assessments conducted in parliaments

The **UK Parliament** carried out a gender-sensitive audit of the institution in 2018 ⁽³¹⁾. The commissions of the upper and lower houses established an audit panel to conduct the audit internally, which was comprised of representatives from both houses and senior parliamentary staff. The audit was facilitated by the IPU and was informed by the IPU's self-assessment toolkit. At the beginning of the process, the panel:

- gathered and analysed qualitative data from the databases of representatives and the administrations and HR departments of the two houses;
- conducted a review of relevant policies and previous research studies;
- carried out a focus group with members of a workplace equality network within the institution.

The audit was the first comprehensive assessment of the state of gender equality in the UK Parliament. The report identified the strengths and weaknesses of the institution and provided recommendations for addressing barriers to gender equality in the institution. It also highlighted the importance of intersectionality, exploring how a person's age, race, sexual orientation, disability, and socioeconomic status can create additional barriers to their entry to parliament.

As part of the preparation for their 2020–2023 gender equality plan, the regional **Parliament of Catalonia** in Spain, hired a team of external gender consultants to conduct a gender audit ⁽³²⁾. The group collected qualitative and quantitative data on the state of gender equality within the parliament under the supervision of a newly established Gender Equality Working Group comprising representatives from the Board of the Parliament, all parliamentary groups and subgroups, the Staff Council, the General Secretary, and the Office of the Presidency. The findings from the audit fed into the draft action plan produced by the Gender Equity Working Group, which was then approved by the Board of the Parliament of Catalonia.

Using EIGE's framework for gender-sensitive parliaments, the **Assembly of the Republic of North Macedonia**, with the support of the OSCE Mission to Skopje and the National Democratic Institute in North Macedonia, conducted the gender-sensitive parliaments self-assessment, delivered a report with identified strengths and weaknesses and adopted an action plan for enhancing the gender-sensitivity of the Parliament in 2020–2021 ⁽³³⁾.

Checklist #3: Assess gender equality within the parliament

	Select the people or group(s) responsible for designing and conducting the assessment. Ensure that the high-level working group can scrutinise this work if it is conducted by an external expert.
	Review the resource plan for the assessment, to ensure that there are adequate financial and human resources available.
	Use EIGE's self-assessment tool to identify key strengths and challenges related to the gender-sensitivity of your parliament or rely on other assessment approaches.

⁽³¹⁾ UK Parliament (2018), 'Gender-sensitive Parliament audit 2018' (https://www.parliament.uk/globalassets/documents/lords-information-office/uk-parliament_-gender-sensitive-parliament-audit_report_digital.pdf).

⁽³²⁾ Parliament of Catalonia (2020), 'Gender equality plan 2020-2023' (<https://www.parlament.cat/document/actualitat/53018704.pdf>).

⁽³³⁾ Assembly of the Republic of North Macedonia (2020), 'Action plan for enhancing the gender-sensitivity of the Parliament in 2020–2021' (https://www.sobranie.mk/2016-2020-srm-ns_article-usvoen-predlog-planot-na-aktivnosti-za-unapreduvanje-na-rodovata-senzitivnost-na-sobraniето.nspix).

6.2. Step 2: Develop and adopt a gender equality action plan

After [assessing the level of gender-sensitivity](#) and identifying the gender inequalities that exist within your institution, develop and adopt a gender equality plan that is tailored to your parliament's unique needs and context.

In this step, high-level working groups or committees will do the following.



[Propose actionable measures](#) to address gender and intersecting inequalities that were identified during the gender equality assessment.



[Establish a clear roadmap](#) that will guide the process of implementation, monitoring and evaluation.



[Garner feedback](#) on the plan's proposed measures through consultation activities with different groups in the institution.



[Formally adopt the plan](#) with the endorsement of leadership and communicate its aims to members of the institution.

Use [this template](#) to develop a gender equality action plan for your parliament.

6.2.1. Propose measures to address existing gender inequalities

Start by reflecting on the findings of the assessment that was conducted under the [previous step](#).

The findings of the assessment can guide data-driven decisions on the **main aims** of the gender equality action plan, and the **specific gender inequalities** the plan will address. The following are some examples.

- If MPs, staff of MPs and parliamentary employees consulted during the gender equality assessment described a workplace that condones harassment, including sexual harassment, you can aim to improve the working environment and organisational culture of your institution.
- If you find that personnel data for the parliamentary administration does not sufficiently disaggregate based on sex and other relevant characteristics such as age or family status, you may aim to improve the capacity of the HR department in the parliamentary administration to regularly collect this data.
- If members of different parliamentary committees described a lack of tools to sufficiently mainstream gender into their work, you may focus on strengthening the capacity of MPs and committees to integrate a gender perspective into their work and legislative outputs (e.g. through [gender impact assessments](#) and [gender budgeting](#)).

After identifying your plan's aims (based on your institutional needs), use this template to **develop actionable measures** that will address the identified gender inequalities.

Template 1. Develop actionable measures

Areas of EIGE's self-assessment framework	What are the main gender inequalities in this area?	Which women and men in parliament are most affected (e.g., MPs, staff of MPs, women with disabilities, women from minority ethnic backgrounds, etc.)?	List the goals the parliament would like to achieve in this area.	What practical measures can be adopted to achieve these goals?
Area 1: Women and men have equal opportunities to ENTER parliaments				
Domain 1: Electoral system and gender quotas				
Domain 2: Political party/group procedures				
Domain 3: Recruitment of parliamentary employees				
Area 2: Women and men have equal opportunities to INFLUENCE working procedures				
Domain 1: MPs' capacity in parliament				
Domain 2: Structure & organisation				
Domain 3: Staff organisation & procedures				
Area 3: Women's interests and concerns have adequate SPACE on the parliamentary agenda				
Domain 1: Gender mainstreaming structures				
Domain 2: Gender mainstreaming tools				
Domain 3: Tools for parliamentary employees				
Area 4: The parliament produces gender-sensitive LEGISLATION				
Domain 1: Gender equality laws and policies				
Domain 2: Gender mainstreaming in laws				
Domain 3: Oversight of gender equality				
Area 5: The parliament complies with its SYMBOLIC function				
Domain 1: Symbolic meaning of spaces				
Domain 2: External communication				

Examples of measures and responsible groups in each area of EIGE's gender-sensitive parliaments self-assessment framework ⁽³⁴⁾

Area 1: Women and men have equal opportunities to ENTER parliaments	
Domain 1: Electoral system/procedures and quotas	
Measures that can be adopted in this domain	<p>Conduct research or launch an inquiry on women's participation in politics and public life. This research or inquiry can:</p> <ul style="list-style-type: none"> • explore factors that enable and impede women's political decision-making in parliamentary contexts; • pay increased attention to the political participation of underrepresented groups of women and men that experience intersecting inequalities based on gender interacting with age, socioeconomic situation, disability, race, ethnicity, religion, sexual orientation, rural or urban location, etc. (e.g. women from ethnic minority backgrounds and/or women with disabilities); • provide insights on the characteristics and backgrounds of current MPs, using data disaggregated by sex, as well as age, and family status (i.e. in a partnership or single, with or without children); • assess the possibility of applying legislative changes to the electoral system to increase women's representation in parliament.
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The parliament's gender equality committee can launch inquiries into women's participation in politics and public life. The parliament can also commission external experts with gender expertise to carry out research on women's participation in politics and public life. — Research services of the parliamentary administration and staff of MPs can develop briefing reports to support MPs participating in debates on women's political decision-making in parliamentary contexts.
<p>In Spain, the gender equality plan of the regional Parliament of Catalonia (2020–2023) includes a measure to create a dossier (i.e. report) on the presence of women and men in electoral candidacies for parliamentary elections ⁽³⁵⁾. This report will be prepared by the Directorate of Parliamentary Studies during the year in which elections are called. MPs are outlined in the gender equality plan as the intended target audience for this report.</p>	

⁽³⁴⁾ The table includes a non-exhaustive list of examples of measures in each area of EIGE's self-assessment framework on gender-sensitive parliaments. Parliaments should use discretion to determine whether these measures are relevant for their context.

⁽³⁵⁾ Parliament of Catalonia (2020), 'Gender equality plan 2020-2023' (<https://www.parlament.cat/document/actualitat/53018704.pdf>).

Domain 2: Political party / group procedures

Measures that can be adopted in this domain

- a) Conduct trainings and develop guidance materials for political parties / groups. These trainings and materials can support them to do the following.
- Amend their internal rules to include references to gender equality.
 - Perform a gender equality assessment of their internal procedures and practices (for example, by using the [Gender Audit Tool](#) for political parties developed by the OSCE ODIHR).
 - Establish women’s networks aiming to secure the election of more women in public office, and to encourage women to consider standing for the party in an election.
 - Publish a target for the share of women candidates in the next election period. Consider setting specific targets for groups of women that are underrepresented in parliament (e.g. with minority backgrounds, with disabilities or from rural areas).
 - Amend candidate selection procedures to ensure that more women are selected as candidates in elections (i.e. by implementing all-women shortlists when selecting candidates and replacing retiring MPs in ‘winnable’ seats with women candidates) ⁽³⁶⁾.
 - Promote women candidates with small children and caring responsibilities.
 - Ensure that potential barriers for women are removed when standing for the party in elections. This can include for example, financial barriers, barriers caused because of care-giving responsibilities, resistance from party members or constituents, or biased and sexist media coverage.
- b) Allocate gender-targeted public funding for political parties (i.e. providing public funding linked to their gender-related activities) ⁽³⁷⁾. This could be achieved by ⁽³⁸⁾:
- requiring political parties to earmark a percentage of the public funds they receive for outreach activities and dedicate these funds to advancing gender equality and increasing the role of women in political parties;
 - basing the amount of public funding provided to a political party on the gender balance of their candidates (regardless of how the parties use these funds);
 - requiring that a certain portion of public funding provided to a political party be used to support women standing as candidates for the party;
 - providing public funding directly to women candidates running for public office.
- c) Create mechanisms to monitor and report on political parties’ progress toward gender equality.

⁽³⁶⁾ Maguire, S. (2018), ‘Barriers to women entering parliament and local government’, *Institute for Policy Research Report* (<https://www.bath.ac.uk/publications/barriers-to-women-entering-parliament-and-local-government/>).

⁽³⁷⁾ Ohman, M. (2018), *Gender-targeted Public Funding for Political Parties – A comparative analysis*, International Institute for Democracy and Electoral Assistance (IDEA), Stockholm (<https://www.idea.int/publications/catalogue/gender-targeted-public-funding-political-parties-comparative-analysis>).

⁽³⁸⁾ See footnote 37.

<p>Relevant groups that can lead these measures</p>	<ul style="list-style-type: none"> — The high-level working group or committee (that oversees the plan) can work alongside the permanent gender equality office (in the administration), as well as external gender experts, to organise trainings and develop guidance materials for political parties. — The communications department of the parliamentary administration can disseminate guidance materials to political parties. — Executive committees or boards of political parties can commission gender audits of their internal procedures, publish targets for women candidates and track the party's progress towards achieving gender equality goals. Women's networks within political parties can support executive committees or boards to carry out these tasks and to raise awareness of measures taken by parties to achieve gender equality goals. — Political party coordinators and groups can help to identify the key barriers that women experience when standing for the party in elections and can identify potential solutions to address these barriers. — Parliamentary committees and offices that oversee the public funds provided to political parties can implement gender-targeted public funding for parties, with the approval of the parliamentary bureau.
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In **Northern Ireland**, the proposed gender sensitive assembly manifesto and action plan states that the assembly will support the Women's Caucus to work with individual political parties to improve gender equality⁽³⁹⁾. The plan introduces measures to integrate a gender perspective across four key elements, one of which is 'gender-sensitive political parties and politicians'. The measures include the following.

- Targeted membership strategies to encourage more women to get involved and become members of their parties.
- Initiatives and measures designed to increase women candidacies which are publicly supported by the party leadership.
- Diversity awareness training, advice and support available to party members involved in the candidate selection process.
- Initiatives designed to ensure the inclusion of positive women role models when making political appointments.
- Gender-proofing of party internal media strategies to ensure greater visibility of their women politicians.

Recommendation 38 of **Ireland's** Forum on a Family Friendly and Inclusive Parliament stipulates that political parties should set targets for ethnic minority women within political parties' gender quotas for the next general elections. The Electoral Commission should monitor progress on this recommendation⁽⁴⁰⁾.

⁽³⁹⁾ The Northern Ireland Assembly Women's Caucus (2015), 'Gender sensitive Assembly manifesto and action plan', Northern Ireland Assembly website (<http://www.niassembly.gov.uk/assembly-business/assembly-womens-caucus/gender-sensitive-assembly-manifesto-action-plan/>).

⁽⁴⁰⁾ Houses of the Oireachtas (2021), 'Forum on a family friendly and inclusive parliament – Report as presented to the Ceann Comhairle, Mr Seán Ó Fearghaíl TD' (<https://www.oireachtas.ie/en/members/office-holders/ceann-comhairle/forum-on-a-family-friendly-and-inclusive-parliament/>).

Domain 3: Recruitment of parliamentary employees	
Measures that can be adopted in this domain	<p>a) Integrate positive action measures in policies for recruitment and career progression. This would be to:</p> <ul style="list-style-type: none"> • improve gender-balanced representation amongst parliamentary employees; • improve representation of underrepresented groups of women and men amongst staff (e.g. with ethnic minority background, with disabilities, with small children and caring responsibilities); • pay special attention to the concentration of women and men in different occupations (horizontal segregation)⁽⁴¹⁾ and the concentration of women and men in different grades, levels of responsibilities or positions (vertical segregation)⁽⁴²⁾; • ensure that women and men have equal opportunities to develop leadership skills, receive promotions and apply for more senior positions (with higher salary scales). <p>b) Require the use of gender-sensitive language and content in selection interviews and/or test materials. Also ensure that selection interviews and/or test materials are accessible for women and men with disabilities.</p> <p>c) Consider the use of employees' personal pronouns⁽⁴³⁾.</p> <p>d) Ensure that selection boards include diverse groups of women and men.</p> <p>e) Conduct regular gender equality trainings (with a module on gender and intersecting inequalities) for members of selection boards.</p> <p>f) Establish a paid internship programme within the parliamentary administration for women and men from underrepresented groups.</p>
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The HR department of the parliamentary administration can integrate positive action measures in recruitment policies and integrate gender-sensitive language in interview materials. — The HR department can work with external gender experts to organise regular training for members of selection boards. — The HR department can engage with civil society organisations (CSOs) to support outreach and promote the paid internship programmes for women and men from underrepresented groups.

⁽⁴¹⁾ EIGE, 'Glossary and thesaurus: Horizontal segregation', EIGE website (https://eige.europa.eu/publications-resources/thesaurus/terms/1225?language_content_entity=en).

⁽⁴²⁾ EIGE, 'Glossary and thesaurus: Vertical segregation', EIGE website (https://eige.europa.eu/publications-resources/thesaurus/terms/1225?language_content_entity=en).

⁽⁴³⁾ Council of Europe (2024), Guidelines for the use of language as a driver of inclusivity (<https://rm.coe.int/guidelines-for-the-use-of-language-as-a-driver-of-inclusivity/1680aec235>).

The regional **Parliament of Valencia** in Spain adopted a gender equality plan (2019–2023) which includes a general objective to ensure equal opportunities between women and men in access to employment, to achieve a balanced distribution of women and men at all levels and positions of the parliamentary administration ⁽⁴⁴⁾. It presents measures to review and amend selection procedures to eliminate possible gender inequalities, to use gender-sensitive language in job descriptions and in selection and promotion procedures, to train all personnel involved in the selection process on gender equality, and to analyse and address the factors that cause gender inequalities among staff.

Area 2: Women and men have equal opportunities to **INFLUENCE** parliamentary working procedures

Domain 1: Parliamentarians' capacity in parliament

Measures that can be adopted in this domain

- a) Apply gender balance measures to the procedure of assigning committee chairs and members of the parliamentary bureau (i.e. gender quotas).
- b) Develop guidance materials and conduct trainings for MPs and political parties on the importance of:
 - addressing horizontal segregation by increasing the participation of women and men in committees where gender imbalances often exist (e.g. increasing women's participation in committees on trade, defence, foreign affairs, transport, etc., and increasing men's participation in committees on equality, education, and social policy, etc.);
 - addressing vertical segregation by promoting women to positions of leadership across diverse portfolios.
- c) Conduct research that monitors the oral and written interventions of women and men MPs, and their contributions to parliamentary outputs. This research can assess:
 - the frequency with which women MPs participate in parliamentary discussions/debates compared to men MPs (and the duration of their interventions);
 - the extent to which women MPs are interrupted when participating in parliamentary discussions/debates, as well as the use of sexist language and derogatory comments;
 - the adopted decisions, reports, and other parliamentary outputs women MPs have been responsible for (e.g. as rapporteurs).
- d) Develop guidance materials that encourage political parties to revise their internal rules to mention the importance of gender balance when assigning members to committees.

⁽⁴⁴⁾ Parliament of Valencia (2019), 'Gender equality plan' (https://www.cortsvalencianes.es/sites/default/files/section_docs/doc/pla_igualtat_cas.pdf).

Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The parliamentary bureau and relevant committees (i.e. those responsible for nominating MPs to serve on committees) can update the procedure of assigning committee chairs and members of the parliamentary bureau to ensure gender-balanced participation. — The high-level working group or committee (overseeing plan) can work with the gender equality office (in the administration), as well as external gender experts to conduct training for MPs and political parties on the importance of gender balanced committees. — The communications department of the parliamentary administration can disseminate guidance materials for political parties, encouraging them to use gender-sensitive language in all their communications. — Research services of the parliamentary administration can conduct research monitoring the oral and written interventions of women and men MPs.
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In the **European Parliament**, the Committee on Employment and Social Affairs (EMPL Committee) launched its action plan on gender mainstreaming in 2018. It presents measures to achieve gender equality in the composition of the EMPL committee and its activities ⁽⁴⁵⁾. It states that the political groups of the committee will aim to maintain a gender balance when appointing members to roles, attending missions and delegations, and disseminating reports and opinions.

In **Spain**, the gender equality plan of the National Parliament (2020–2024) describes an objective to achieve gender equality in the composition of its upper and lower houses. It presents plans to achieve a gender balance in parliamentary decision-making roles and bodies, committees and parliamentary groups, in addition to establishing a mentoring scheme to support under-represented members ⁽⁴⁶⁾.

Domain 2: Structure and organisation (work environment & work-life balance)

Measures that can be adopted in this domain	<p>Measures to improve the work environment of parliaments</p> <p>a) Adopt the following measures with sanctions for non-compliance, or revise existing measures from a gender and intersectional perspective:</p> <ul style="list-style-type: none"> • a code of conduct which explicitly refers to MPs; • an anti-discrimination policy, which explicitly refers to combatting discrimination based on sex and other multiple intersecting grounds; • a gender-sensitive policy and protocol against harassment, including sexual harassment (with preventative measures, a formal procedure for investigating harassment and sexual harassment complaints and reparation measures, applicable to those working at/with the Parliament, regardless of their employment status, as well as external visitors etc.).
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⁽⁴⁵⁾ European Parliament EMPL Committee (2018), 'Action plan on gender mainstreaming of the Committee on Employment and Social Affairs (EMPL)' ([https://www.europarl.europa.eu/cmsdata/154933/EMPL %20Action %20plan.pdf](https://www.europarl.europa.eu/cmsdata/154933/EMPL%20Action%20plan.pdf)).

⁽⁴⁶⁾ Spanish National Parliament (2020), 'Equality plan of the *Cortes Generales* 2020-2024' ([https://www.congreso.es/en/cem/igualdad#:~:text=El %20I %20Plan %20de %20Igualdad, %C3 %A1mbito %20de %20la %20administraci %C3 %B3n %20parlamentaria](https://www.congreso.es/en/cem/igualdad#:~:text=El%20Plan%20de%20Igualdad,%C3%A1mbito%20de%20la%20administraci%C3%B3n%20parlamentaria)).

Measures that can be adopted in this domain	<p>b) Require that formal rules and standing orders are written in gender-sensitive language.</p> <p>c) Develop guidance materials for MPs to manage cyber harassment (e.g. by describing the steps that women and men MPs can take to prevent and address online abuse, enhance their online security, and document online abuse) ⁽⁴⁷⁾.</p> <p>Measures to improve the work-life balance of MPs</p> <p>d) Establish procedures for substitution/proxy voting or distance voting for MPs.</p> <p>e) Introduce and/or expand family leave options available to MPs (i.e. maternity leave, paternity leave, parental leave and carer's leave) and encourage men MPs to take these entitlements (through internal awareness-raising campaigns).</p> <p>f) Adopt an official regulation of working hours for parliamentary employees and MPs aiming to prevent late working hours, sessions or meetings.</p> <p>g) Publish a sitting calendar for the year where recess weeks are aligned with school calendars.</p>
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The parliamentary bureau can work alongside relevant committees that govern the internal standards and procedures of the parliament to review these documents from a gender perspective. — The high-level working group or committee (overseeing the gender equality action plan) can work with the gender equality office (in the administration), as well as external gender equality experts (e.g. CSOs, universities) to develop guidance materials for MPs. — A cross-party group of MPs can work with relevant committees in the parliament to initiate parliamentary proceedings that introduce or expand family leave options available to MPs. — The facilities department of the administration can support the establishment of childcare facilities on parliament grounds.
<p>In Sweden, the action programme for gender equality in the Riksdag (2018–2022) implements measures to improve the working conditions and environment of the institution ⁽⁴⁸⁾. For example, it includes measures to revise plenary voting times to allow members sufficient time to commute back home after sessions. During the COVID-19 pandemic, the parliament also increased the flexibility of carrying out the duties of an MP, which was especially necessary for MPs with caretaking responsibilities.</p>	

⁽⁴⁷⁾ CPA (2022), 'A guide to managing online and offline abuse' (https://www.uk-cpa.org/media/4633/a-guide-to-managing-online-offline-abuse_compressed.pdf).

⁽⁴⁸⁾ Swedish National Parliament (2018), 'Action programme for gender equality' (<handlingsprogram-for-jamstalldhet-i-riksdagen-for-valperioden-2018-2022.pdf>).

Domain 3: Staff organisation and procedures

Measures that can be adopted in this domain	<ul style="list-style-type: none"> a) Adopt formal rules on flexible work arrangements for parliamentary employees (e.g. part-time, teleworking). b) Raise awareness on the family leave options available to parliamentary employees (e.g. maternity leave, paternity leave, parental leave and carer's leave). c) Develop a 'right to disconnect' policy including measures to avoid sending non-urgent emails to colleagues outside of normal working hours.
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The HR department of the parliamentary administration can develop the rules on flexible working arrangements, expand family leave options and develop a 'right to disconnect' policy. — Staff leading the departments of the parliamentary administration can ensure that parliamentary employees in their teams are aware of and respect procedures on work-life balance.

In **Austria**, the women's advancement plan for the Parliamentary Directorate (2021–2026) outlines procedures to ensure the compatibility of work and family responsibilities. It describes measures to enable staff to re-enter the workplace successfully after paternity or maternity leave and to ensure that periods of leave and part-time working do not affect opportunities for promotion. It also includes measures to explore options for telework and flexible working hours to suit caring responsibilities ⁽⁴⁹⁾.

Area 3: Women's interests and concerns have adequate SPACE on the parliamentary agenda**Domain 1: Gender mainstreaming structures (e.g. groups/bodies)**

Measures that can be adopted in this domain	<ul style="list-style-type: none"> a) Ensure sufficient human resources and a dedicated budget for the activities of the gender equality committee. b) If the gender equality committee does not have full legislative power, assess possibilities to enhance its legislative capacity. c) Ensure that parliamentary committees appoint representatives to the gender equality committee. Representatives should ideally be gender balanced and tasked with facilitating dialogue between committees and the gender equality committee. d) Ensure that gender mainstreaming is not the sole responsibility of the gender equality committee and it is instead embedded in the mandate of all parliamentary committees. e) Support the work of women's caucuses, networks and other working groups that foster internal cooperation on gender equality and gender mainstreaming in the parliament with adequate human and financial resources.
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⁽⁴⁹⁾ Austrian Federal Chancellery (2021), 'Women's advancement plan for the Parliamentary Directorate' (<https://www.ris.bka.gv.at/eli-bgbl/II/2021/168/20210414>).

Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The parliamentary bureau can work with relevant committees (i.e. those that govern the budget of the parliament) to allocate funds for the activities of the gender equality committee. — Chairs of parliamentary committees can ensure cooperation between their committee and the gender equality committee.
<p>In the European Parliament, the Committee on Women’s Rights and Gender Equality (FEMM Committee) is responsible for promoting, monitoring and protecting women’s rights in the EU and in non-EU countries. The FEMM Committee ensures equal opportunities, the tackling of gender-based violence and discrimination, and the implementation of gender mainstreaming. In addition, in 2004 the High-Level Group on Gender Equality and Diversity was established. The High-Level Group promotes and implements gender mainstreaming in the European Parliament’s activities, structures and bodies, and works closely with other parliamentary bodies, and specifically with the FEMM Committee. Furthermore, in 2009, the European Parliament established the GMN ⁽⁵⁰⁾. The GMN is chaired and coordinated by the FEMM Committee. This network was established to share information and best practices and is composed of representatives of each committee and delegation of the parliament. All European Parliament committees appoint one of their members as a representative in the GMN ⁽⁵¹⁾.</p>	
<p>Domain 2: Gender mainstreaming tools in parliamentary work</p>	
Measures that can be adopted in this domain	<ol style="list-style-type: none"> a) Conduct regular gender equality training and gender mainstreaming training for MPs to provide them with the relevant knowledge and skills to include a gender perspective in their work (including a module on gender and intersecting inequalities). b) Ensure that all committees implement gender budgeting in their own policy areas, and that gender budgeting is implemented in relation to the national budget and the internal budget of the parliament. c) Ensure that all committees implement <i>ex ante</i> gender impact assessments in their own policy areas. (See EIGE’s checklist for gender-sensitive screening of proposals for EU directives). d) Create an internal policy within the parliamentary procurement framework on gender-responsive public procurement. The policy can advance gender equality considerations when purchasing works, supplies or services on behalf of the parliament.
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The high-level working group or committee (overseeing the gender equality action plan) can work with the permanent gender equality office (in the administration), as well as with external gender experts to develop guidance and conduct training for MPs on gender mainstreaming in legislative work, gender budgeting and gender impact assessments. — Committees responsible for parliamentary procurement (e.g. budgetary control committee and gender equality committee) can create an internal policy on gender-responsive public procurement, together with the procurement department (in the administration).

⁽⁵⁰⁾ European Parliament (2021), *Gender Mainstreaming in the European Parliament: State of play*, European Parliament, Brussels ([https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU\(2021\)694216_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2021/694216/EPRS_STU(2021)694216_EN.pdf)).

⁽⁵¹⁾ <https://www.europarl.europa.eu/committees/lt/gender-mainstreaming/product-details/20160602CDT00721#20160602CDT00721-section-1>

The **Swedish** Parliament's action programme for gender equality (2018–2022) states that the working group for gender equality must carry out awareness-raising activities to increase MPs' knowledge on gender equal political participation and decision-making⁽⁵²⁾. The plan also intends to carry out a training session on gender and leadership for the chairpersons of the parliamentary committees and the EU committee.

All 20 standing committees (and most sub-committees) of the **European Parliament** have adopted gender mainstreaming action plans. These plans are listed and accessible on the gender mainstreaming webpage of the FEMM committee⁽⁵³⁾. While these plans are generally brief, they typically outline the commitments of the committees to achieve gender balance in their leadership structures, promote gender mainstreaming within their work and monitor and evaluate the gender mainstreaming actions outlined. For example, the action plan on gender mainstreaming of the **Committee on Budgets (BUDG Committee)** describes measures to integrate gender budgeting into the committee's activities. This includes measures to conduct a gender-sensitive assessment of budgets and integrate a gender perspective at all levels of the budgetary process⁽⁵⁴⁾.

In **Austria**, the women's advancement plan for the Parliamentary Directorate (2021–2026) includes measures to ensure gender-responsive public procurement⁽⁵⁵⁾. Section 6 of the plan states that: all tenders must be written using gender-neutral language; requirements for project roles in tenders must be formulated in a way that does not disadvantage women; applications, particularly from women, during a legally stipulated form of absence from work must be considered in equal regard with other applications; and a copy of the advertisement for a tender must be sent to the equal treatment officer before publication or internal announcement.

Domain 3: Gender mainstreaming tools for parliamentary employees

Measures that can be adopted in this domain	<ul style="list-style-type: none"> a) Integrate training on gender equality (including with an intersectional perspective) into the onboarding and compliance training of parliamentary employees. b) Develop training programmes to improve the capacities of parliamentary employees on gender mainstreaming, with specific reference to gender impact assessments and gender budgeting. c) Commission a study on the gender pay gap among the parliamentary workforce and share the results publicly. d) Establish procedures to ensure pay transparency for parliamentary employees.
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⁽⁵²⁾ Swedish National Parliament (2018), 'Action programme for gender equality' ([handlingsprogram-for-jamstalldhet-i-riksdagen-for-valperioden-2018-2022.pdf](#)).

⁽⁵³⁾ European Parliament FEMM Committee. Gender mainstreaming. (<https://www.europarl.europa.eu/committees/en/gender-mainstreaming/product-details/20160602CDT00721#20160602CDT00721-section-1>).

⁽⁵⁴⁾ European Parliament BUDG Committee (2020), 'Action plan on gender mainstreaming of the Committee on Budgets (BUDG)' ([https://www.europarl.europa.eu/cmsdata/207906/BUDG-D\(2020\)16325_Annex_Gender %20Mainstreaming %20Action %20 Plan %20- %20approved.pdf](https://www.europarl.europa.eu/cmsdata/207906/BUDG-D(2020)16325_Annex_Gender%20Mainstreaming%20Action%20Plan%20-%20approved.pdf)).

⁽⁵⁵⁾ Austrian Federal Chancellery (2021), 'Women's advancement plan for the Parliamentary Directorate' (<https://www.ris.bka.gv.at/eli/bgbl/II/2021/168/20210414>).

Measures that can be adopted in this domain	e) Develop tools to ensure equal pay for equal work of equal value between women and men in line with the EU's Pay Transparency Directive ⁽⁵⁶⁾ . For example, parliaments can develop gender-neutral job classification systems (to determine pay structures and employee pay outcomes), report on the pay gap between women and men in all their diversity and carry out equal pay audits ⁽⁵⁷⁾ .
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The HR department of the parliamentary administration and the permanent gender equality office (in the administration) can work with external gender experts to conduct training on gender equality, and specific gender mainstreaming tools such as gender impact assessments and gender budgeting. — The executive committee or board of the parliamentary administration can commission a study on the gender pay gap among employees. — The HR department of the parliamentary administration can also establish a gender equality policy for parliamentary employees and develop tools to ensure pay transparency.

In **Spain**, the gender equality plan of the National Parliament includes measures to organise annual training on equality between women and men, on the use of gender-sensitive language, and on gender-based violence and harassment for staff of the institution, with mandatory training for HR staff ⁽⁵⁸⁾. The plan also includes measures to develop an 'information note' for experts and organisations that deliver training to staff, focusing on the need to incorporate a gender perspective into training materials and to develop materials that avoid sexist language and gender stereotypes. In its annual monitoring reports, the plan states that the parliament will include sex-disaggregated data on the participants of this training.

Area 4: The parliament produces gender-sensitive LEGISLATION

Domain 1: The general legal framework for gender equality in the country

Measures that can be adopted in this domain	<p>a) Initiate parliamentary proceedings to:</p> <ul style="list-style-type: none"> • enact laws enhancing gender equality in the country. For example,, to ratify the Convention on Preventing and Combating Violence Against Women and Domestic Violence (Istanbul Convention); • assess the need for review and update of existing gender equality laws. <p>b) Organise meetings with women members of regional/local parliaments to discuss the implementation of regional/local policies and plans on gender equality.</p>
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⁽⁵⁶⁾ Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 to strengthen the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms (OJ L 132, 17.5.2023, p. 21) ([https://eur-lex.europa.eu/legal-content/EN/TX-T/?toc=OJ%3AL%3A2023%3A132%3ATOC&uri=uriserv%3AOJ.L_.2023.132.01.0021.01.ENG](https://eur-lex.europa.eu/legal-content/EN/TX/T/?toc=OJ%3AL%3A2023%3A132%3ATOC&uri=uriserv%3AOJ.L_.2023.132.01.0021.01.ENG)).

⁽⁵⁷⁾ OECD (2021), *Pay Transparency Tools to Close the Gender Wage Gap*, OECD Publishing, Paris (<https://www.oecd.org/publications/pay-transparency-tools-to-close-the-gender-wage-gap-eba5b91d-en.htm#:~:text=To%20address%20this%20persistent%20challenge,These%20policies%20hold%20considerable%20allure>).

⁽⁵⁸⁾ Spanish National Parliament (2020), 'Equality plan of the *Cortes Generales* 2020-2024' (<https://www.congreso.es/en/cem/igualdad#:~:text=El%20I%20Plan%20de%20Igualdad,%C3%A1mbito%20de%20la%20administraci%C3%B3n%20parlamentaria>).

Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The permanent gender equality office (in the administration) can work alongside women's caucuses to organise meetings with women members of regional/local parliaments.
<p>In Spain, the gender equality plan of the Parliament of Catalonia (2020–2023) includes a measure to update the regional, Catalan law (Law 5/2008, dated 24 April 2008, on the right of women to eradicate violence against women) and to review this law at least once every 10 years, following the guidance of the Istanbul Convention ⁽⁵⁹⁾.</p>	
<p>Domain 2: Gender mainstreaming in legislation</p>	
Measures that can be adopted in this domain	<ol style="list-style-type: none"> Enact laws or adopt rules that require the use of <i>ex ante</i> gender impact assessments for all legislative initiatives (with sanctions for non-compliance). Provide MPs and their staff access to dedicated tools/guidelines to conduct gender analysis, gender budgeting and gender impact assessments. Ensure the use of sex-disaggregated data and gender statistics in data collection and conducted studies. Ensure that gender-equality-relevant stakeholders are considered in stakeholders' consultation processes and parliamentary research. This includes women members of relevant stakeholder groups, such as trade unions. Regularly monitor and report on the use of gender mainstreaming methods and tools.
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The parliamentary bureau can facilitate the development and adoption of guidelines on the use of <i>ex ante</i> gender impact assessments for all legislative initiatives. — The gender equality office can work alongside external gender experts to develop tools and guidelines on gender analysis, gender budgeting and gender impact assessments.
<p>In the European Parliament, the action plan on gender mainstreaming of the Committee on Petitions (PETI Committee) aims to provide members and parliamentary staff with tools to integrate a gender perspective into the Committee's opinions and resolutions, in addition to its reports and studies ⁽⁶⁰⁾. This includes producing and disseminating written materials that include information related to gender in the policy areas relevant to Committee work.</p>	

⁽⁵⁹⁾ Parliament of Catalonia (2020), 'Gender equality plan 2020-2023' (<https://www.parlament.cat/document/actualitat/53018704.pdf>).

⁽⁶⁰⁾ European Parliament PETI Committee (2017), 'Action plan on gender mainstreaming in the work of the Committee on Petitions' (PETI action plan.pdf (europa.eu)).

Domain 3: Oversight of gender equality	
Measures that can be adopted in this domain	<ul style="list-style-type: none"> a) Ensure that the gender equality committee can oversee gender equality in government action. b) Regularly monitor implementation of and compliance with international conventions/agreements (CEDAW, Beijing Declaration and Platform for Action, the Istanbul Convention, UN sustainable development goals, etc.) c) Regularly monitor national gender equality laws and issue recommendations for the enactment of gender equality laws. d) Hold consultations with stakeholders to support the parliament's oversight of gender equality. e) Host annual forums to discuss the state of gender equality in the country in collaboration with government bodies (e.g. the Ministry of Equality) and relevant CSOs. f) Support government bodies (e.g. by creating guidance materials) to develop systems to regularly reporting on their work to promote gender equality to the parliament (i.e. on an annual basis).
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The parliamentary bureau can establish a gender equality committee (if one does not already exist). — The gender equality committee can work with the research services of the parliamentary administration to monitor gender equality laws and international conventions/agreements on gender equality. — The permanent gender equality office (in the administration), women's caucuses and CSOs can support the gender equality committee to hold consultations with stakeholders to support gender equality oversight and hold annual forums to discuss the state of gender equality in the country.
<p>In the European Parliament, the Budgetary Control Committee's (CONT Committee) action plan on gender mainstreaming intends to integrate gender mainstreaming into the committee's oversight function. It describes measures to include an assessment of gender impact in committee draft publications and provide gender budget assessments in all mission reports ⁽⁶¹⁾.</p>	

⁽⁶¹⁾ European Parliament CONT Committee (2019), 'Action plan on gender mainstreaming of the Budgetary Control Committee – 9th parliamentary term' (<https://www.europarl.europa.eu/cmsdata/214397/CONT%20action%20plan%20on%20Gender%20mainstreaming.pdf>).

Area 5: The parliament complies with its **SYMBOLIC function****Domain 1: Gender-sensitive organisation of parliament spaces**

Measures that can be adopted in this domain	<p>a) Invest in infrastructure changes to build childcare facilities on parliament grounds, changing rooms, private facilities for breastfeeding and women's and gender-neutral toilets. Include reasonable accommodations for people with disabilities (e.g. wheelchair accessible facilities).</p> <p>b) Increase the number of women's and gender-neutral bathrooms on the premises and ensure that they are accessible in terms of their location on the premises.</p> <p>c) Ensure that infant changing facilities are accessible to fathers and mothers.</p> <p>d) Conduct a review of the images and symbols present on the parliamentary premises (and on the website) to ensure that they align with the parliament's gender equality goals and highlight the important contributions of women both in parliament and in society more broadly.</p> <p>e) Develop official policies or procedures to enhance the gender-sensitivity of physical spaces. These policies can aim to:</p> <ul style="list-style-type: none"> • ensure gender balance when naming parliamentary spaces after important political figures; • obtain a gender-balanced representation and gender-sensitive portrayal of subjects in paintings, statues, and other decorations; • obtain a gender-balanced representation in artists whose work is presented in parliaments; • ensure and/or improve accessibility for persons with disabilities, taking specific gender-related needs into consideration where relevant.
Relevant groups that can lead these measures	<p>— The gender equality office in the parliamentary administration can work alongside the facilities department to:</p> <ul style="list-style-type: none"> • open new childcare facilities on the premises, increase the number of women's and gender-neutral bathrooms and ensure they are in accessible locations; • develop policies and procedures to enhance the gender-sensitivity of physical spaces.

In **Northern Ireland**, the gender sensitive Assembly manifesto and action plan states that the Assembly will provide financial support for a photographic portrait of current and former women members of the Legislative Assembly to be displayed in a prominent position within Stormont Parliament Buildings ⁽⁶²⁾.

Between 2022 and 2023, the **European Parliament** launched the exhibition 'Art *her*story: Female perspectives in the European Parliament's Contemporary Art Collection' ⁽⁶³⁾. The European Parliament reformed its strategy for acquiring contemporary art to achieve a gender-balanced collection, which is showcased in this display. The exhibition highlights the importance and relevance of women's perspectives in all aspects of society.

⁽⁶²⁾ The Northern Ireland Assembly Women's Caucus (2015), 'Gender sensitive Assembly manifesto and action plan', Northern Ireland Assembly website (<http://www.niassembly.gov.uk/assembly-business/assembly-womens-caucus/gender-sensitive-assembly-manifesto-action-plan/>).

⁽⁶³⁾ European Parliament (2022), 'Art *her*story: Female perspectives in the European Parliament's Contemporary Art Collection' (<https://art-collection.europarl.europa.eu/en/exhibitions/art-herstory/>).

Domain 2: External communication and representation	
Measures that can be adopted in this domain	<ul style="list-style-type: none"> a) Host initiatives dedicated to gender equality issues / women’s rights on the parliament’s premises. b) Create a section of the parliament’s website for citizens that addresses gender equality topics. c) Establish a specific policy on gender equality in official communications. d) Systematically disseminate information about gender-equality-related initiatives of the parliament to the public and civil society. e) Develop an official policy in place for gender balanced parliamentary delegations. f) Create an internal policy to ensure that gender-sensitive language is used in all internal and external communication and initiatives (see EIGE’s toolkit on gender-sensitive communication). For example, this will support the parliament to: <ul style="list-style-type: none"> • recognise gender stereotypes and avoid repeating them in parliamentary communications; • actively seek ways of being inclusive to women and men in all their diversity; • check that all communication avoids the use of gender-biased language. g) Ensure equal and diverse representation of women and men when organising public consultations, hearings, conferences and events. h) Allocate lobby passes to journalists in a manner that ensures women and men are equally represented in the parliament’s press gallery. Specific efforts can be made to ensure that women from underrepresented groups are represented in the press gallery (e.g. based on gender intersecting with race, ethnicity, disability, etc.). i) Partner with universities to invite students into parliament to learn about the political workings, structure, and functions of the institution. Pay special attention to the gender balance of the delegations and underrepresented groups of young women and men (based on factors of race, disability, socioeconomic status, etc.). j) Partner with CSOs, universities, unions, etc., to host networking events and informative workshops for women electoral candidates.
Relevant groups that can lead these measures	<ul style="list-style-type: none"> — The permanent gender equality office (in the administration) can work alongside women’s caucuses to host events on gender equality and women’s rights on the parliament’s premises. — The department of communications of the parliamentary administration can create sections of the parliament’s website on gender equality and disseminate information about gender equality initiatives of the parliament to the public. — Departments responsible for outreach in the parliamentary administration can partner with universities and CSOs to connect with students and electoral candidates.

In **Sweden**, the action programme for gender equality in the Riksdag (2018–2022) includes measures to improve the gender-sensitivity of external communication and representation⁽⁶⁴⁾. The plan states that the parliament will develop a communication strategy for the work of the equality group, which will be communicated both internally and externally. This is to serve as an example of how a parliament can work to achieve gender-sensitivity.

The action plan on gender mainstreaming of the **European Parliament's** Committee on Culture and Education (CULT Committee) presents a measure to ensure a gender balance among the external speakers it invites to events, in addition to paid experts⁽⁶⁵⁾. It also describes an aim to achieve a gender balance among those who attend delegation visits to Member States.

6.2.2. Establish a clear roadmap for implementation, monitoring and evaluation

After proposing the measures that will be included in the gender equality action plan, design a roadmap outlining the exact steps that will be taken to implement, monitor and evaluate each action. This will ensure that the measures in the plan are embedded into the regular work of your institution (e.g. into the daily activities of the parliamentary bureau, MPs and parliamentary employees).

Your roadmap will consist of the following.

- **Benchmarks** for the measures proposed in the gender equality action plan (i.e. baseline values which can be used to compare current performance with desired performance). Base these benchmarks on the data retrieved during the gender equality assessment (conducted under [Step 1](#)).
- **Targets** outlining the desired outcomes of each measure within specified **timeframes**. Setting detailed targets is essential. To ensure that your plan results in substantial change, it is important to clearly specify the actions to be adopted by actors within your parliament⁽⁶⁶⁾.
- **Indicators** to measure progress. You can use different types of measurements to determine whether progress towards an indicator has been achieved. Some indicators help determine whether an action took place (i.e. yes/no). Other indicators help determine the extent to which a measure has been achieved (e.g. by tracking changes to the share of women and men training participants, or the number of women and men in the institution).
- **Data** needed to monitor performance and sources(s) of the data for every action included in your gender equality action plan. Assessing the data requirements at an early stage facilitates the monitoring of the implementation of your plan. The data required to monitor performance indicators needs to be disaggregated by sex as well as by other variables (age, disability, ethnicity, family type, etc.), to the extent possible.
- **Responsibility** for implementing each measure listed in the plan. The group(s) in parliament that will implement a gender equality action plan will vary, depending on the structure of the institution, the main issues the plan seeks to address and the specific [measures proposed in the plan](#). Suggestions on group(s) in parliament that can implement

⁽⁶⁴⁾ Swedish National Parliament (2018), 'Action programme for gender equality' ([handlingsprogram-for-jamstalldhet-i-riksdagen-for-valperioden-2018-2022.pdf](#)).

⁽⁶⁵⁾ European Parliament CULT Committee (2017), 'Action plan on gender mainstreaming of the Committee on Culture and Education' (<https://www.europarl.europa.eu/committees/en/gender-mainstreaming/product-details/20160602CDT00721#20160602CDT00721-section-1>).

⁽⁶⁶⁾ Asian Development Bank (2013), 'Preparing a project gender action plan' (https://www.adb.org/sites/default/files/institutional-document/34132/tip-sheet-2-preparing-gender-action-plan_0.pdf).

measures in a gender equality action plan are presented in this [resource](#).

- **Financial resources** needed to carry out each measure (i.e. the budget).

Example of actors to consider when assessing the required financial resources

- **Format:** activities may take place primarily online or in-person (e.g. the costs of online training may be much lower than the costs associated with in-person training). There may also be a need for infrastructural interventions (e.g. to build/repurpose rooms to create family-friendly spaces on parliament grounds).
- **Duration and frequency:** the duration of an activity and the regularity with which it will occur throughout the plan's life cycle will shape the resources needed to carry it out.
- **Working hours/days:** personnel costs will vary depending on the number of people required to work on each activity, their roles within parliament, and the number of working hours/days that will be needed for each person. Make sure to consider the potential costs of external experts that will provide specialised services as well.
- **Target groups:** the number and types of people that will benefit from the activity and engage in it (e.g. by participating in a workshop or engaging in an awareness-raising campaign). Set aside resources to reach the target groups/beneficiaries that have been described for each measure. Ensure that specific resources are set aside to support people who may experience intersecting inequalities (women and men from minority ethnic backgrounds, women and men with disabilities, etc.).
- **Systems and tools:** new software or tools that will be needed to carry out each measure (e.g. systems to collect and analyse data disaggregated by sex and other variables where possible such as age, family status, disability, race, ethnicity, etc.).

Examples of benchmarks, targets and timeframe for measures in a fictional gender equality plan (1 January 2024 – 31 December 2027)

Measure	Responsible groups	Benchmark	Target	Timeframe	Indicators
Examples of benchmarks, and targets for measures to improve the gender-sensitivity of recruitment procedures for parliamentary employees (Area 1)					
1. Integrate gender-sensitive language into all recruitment and hiring documents.	HR department, gender equality office.	The parliament has not integrated gender-sensitive language into hiring documents and/or has found that the documents use gender-biased language.	All recruitment and hiring documents for parliamentary employees have been amended to include gender-sensitive language.	All recruitment and hiring documents (specify which ones) to be amended by 1 January, 2025.	Percentage of recruitment documents that have been amended to include gender-sensitive language.
2. Conduct gender equality training for selection committees, including on gender stereotypes and (un)conscious bias.	HR department, gender equality office, external experts.	Gender equality training is not carried out for members of selection committees.	All members of selection committees should participate in annual gender equality training sessions which cover gender stereotypes and (un)conscious bias.	Trainings should take place between 1 January and 31 January in the years 2025, 2026 and 2027.	Percentage of women and men members of selection committees that participated in the gender equality training sessions which covered gender stereotypes and (un)conscious bias within the current year.
3. Establish a paid internship programme within the parliamentary administration, with a focus on gender balance and underrepresented groups (with ethnic minority background, with disabilities, etc.) – members of which should make up at least 40 % of the interns.	HR department, gender equality office.	No paid internship programme, with a focus on gender balance and underrepresented groups, exists within the parliamentary administration.	A new paid internship programme with a focus on gender balance and underrepresented groups is established. Each year, 10 women and 10 men interns should enter the programme. At least 40 % of these interns should be from underrepresented groups.	A new paid internship programme is established by 31 July 2024. On 1 January 2025, 2026 and 2027, at least 10 women and 10 men interns should be recruited in the programme (at least 40 % of whom are from underrepresented groups).	Existence of an active paid internship programme, with a focus on gender balance and underrepresented groups (yes/no). Number of women and men interns in the programme. Percentage of women and men interns from underrepresented groups.

Examples of benchmarks, targets and timeframe for measures in a fictional gender equality plan (1 January 2024 – 31 December 2027)

Measure	Responsible groups	Benchmark	Target	Timeframe	Indicators
Examples of benchmarks, and targets for measures to improve the work environment and work–life balance of MPs (Area 2)					
4. Develop guidance materials to support women MPs in tackling cyber violence against women and girls, including cyber harassment ⁽⁶⁷⁾ .	High-level working group or committee, gender equality office, external gender equality experts.	No guidance materials have been developed to tackle cyber violence against women and girls, including cyber harassment.	<p>Conduct desk research and consultations on experiences with cyber violence against women and girls, including cyber harassment.</p> <p>Publish a report presenting the findings of this research, and recommendations for the parliament to support MPs facing cyber violence against women and girls, including cyber harassment.</p> <p>Develop a manual to support women MPs to tackle cyber violence against women and girls, including cyber harassment.</p>	<p>The research on women MPs' experiences of cyber harassment should be conducted in 2025, between 1 January and 31 March.</p> <p>The report presenting the findings and recommendations of the research, as well as the manual for MPs, should be published by 1 January 2026.</p>	<p>Completion of desk research and consultations with MPs on experiences of cyber harassment (yes/no).</p> <p>Existence of a published report presenting findings of the research and recommendations (yes/no).</p> <p>Existence of a published manual for MPs on tackling cyber violence against women and girls, including cyber harassment (yes/no).</p>

⁽⁶⁷⁾ ee EIGE (2022), *Combating Cyber Violence against Women and Girls*, Publications Office of the European Union, Luxembourg (https://eige.europa.eu/publications-resources/publications/combating-cyber-violence-against-women-and-girls?language_content_entity=en).

Examples of benchmarks, targets and timeframe for measures in a fictional gender equality plan (1 January 2024 – 31 December 2027)

Measure	Responsible groups	Benchmark	Target	Timeframe	Indicators
5. Establish new internal rules on remote voting for MPs.	Parliamentary bureau, high-level working group or committee, relevant committee working on rules of procedure.	Temporary procedures for remote voting for MPs were introduced during the COVID-19 pandemic but were withdrawn in 2022.	<p>Conduct research on options for remote voting and the technological tools required.</p> <p>Introduce a new rule on remote voting for MPs and develop/acquire the tools required.</p>	<p>Research on options for remote voting and the tools required should be conducted in 2024, between 1 July and 31 December.</p> <p>By 31 July 2025, a new rule on remote voting should be adopted for MPs and the necessary tools to carry this out should be developed/acquired.</p>	<p>Completion of desk research on options for remote voting (yes/no).</p> <p>Existence of a new rule on remote voting for MPs (yes/no).</p> <p>Development/acquirement of tools needed to carry out remote voting for MPs (yes/no).</p>
6. Adopt an official regulation of working hours for MPs to prevent late working hours, sessions or meetings.	Parliamentary bureau, high-level working group or committee, relevant committee working on rules of procedure.	While an official policy on working hours exists for parliamentary employees, no regulation exists for MPs.	Introduce new internal rules that outline the specific working hours of MPs and establish that all official parliamentary work should take place within those designated times.	By 31 December 2024, a new internal rule outlining the specific working hours of MPs should be introduced.	Existence of a new internal rule establishing the working hours of MPs (yes/no).

Example of a parliament establishing a clear roadmap for implementation, monitoring and evaluation

The 2020 **'Action plan for enhancing gender-sensitivity in the Parliament'** of **North Macedonia** ⁽⁶⁸⁾ lists five strategic goals for improving gender-sensitivity in the Parliament following EIGE's self-assessment framework. The plan outlines specific activities to achieve each strategic goal, as well as details on the following.

- Baseline values which can be used to compare the parliament's previous performance with its desired performance. This data is based on the findings from the gender equality assessment conducted in 2019.
- Desired results and performance indicators that can be used to monitor progress.
- The timeframe that the activity will be completed within.
- The responsible authorities in the parliament that will implement the measure.

Checklist #4: Establish a roadmap

	For each measure proposed in the plan, assess how the parliament currently performs (i.e. the benchmark).
	Determine the desired performance for each measure in the plan (i.e. the target).
	Decide when each activity in the plan will begin, and when it will be completed by (i.e. the timeframe).
	For each measure in the plan, decide the metric(s) that will be used to determine whether progress has been achieved towards achieving gender equality goals (i.e. develop performance indicators).
	Assess the data that will be needed to measure progress for each performance indicator. This should include an assessment of the sex-disaggregated data that will be required, as well as data disaggregated by sex and other variables (race, ethnicity, age, disability, marital status, etc.)
	Determine the stage(s) at which monitoring will take place for each performance indicator.
	Select the different group(s) of women and men in parliament that will be responsible for implementing the specific measures listed in the plan.
	Assess whether any measures require specific expertise to be implemented (gender equality expertise, data collection expertise, etc.).
	Assess whether the groups selected for implementation have previous experience implementing similar activities. If not, determine how they will be supported to carry out the task and how their gender equality competence will be improved.
	Decide how the continuity of the work will be ensured if the people initially responsible for implementing and monitoring the measures in the plan leave their roles or the parliament.
	Identify the human and financial resources needed to carry out activities in the plan.
	Based on the overall costs of the plan, decide whether you need to reduce or increase the scope of the measures.

⁽⁶⁸⁾ Assembly of the Republic of North Macedonia (2020), 'Activity plan for the improvement of gender-sensitivity in the Parliament 2021-2021' ([https://www.sobranie.mk/content/Plan %20rodova %20senzitivnost %2015.1.20.docx](https://www.sobranie.mk/content/Plan%20rodova%20senzitivnost%2015.1.20.docx)).

Checklist #4: Establish a roadmap

	Agree on how the high-level working group or committee will request amendments to the budget in the process of implementation, monitoring and evaluation.
	Consider whether there is flexibility within the budget to address emerging needs, unforeseen challenges or opportunities that may arise during the process of implementing the plan.

6.2.3. Garner feedback on the plan through consultation activities

Prior to adopting the gender equality action plan, provide opportunities for different groups in the institution to provide feedback on the proposed measures (i.e. leaders, MPs, parliamentary employees, and staff of MPs). To garner this feedback, carry out workshops or meetings dedicated to reviewing the measures proposed in the plan. Ensure that women and men with different backgrounds are equally represented when collecting feedback.

These consultation activities are particularly important for plans drafted by external experts because they improve the transparency of the

development process. Consultation activities can help to:

- identify opportunities to **improve** the plan and its roadmap for implementation, monitoring and evaluation before it is launched;
- determine whether the plan properly reflects the main **gender and intersecting inequalities** that exist within your parliament;
- confirm that the plan is **relevant** for all intended target audiences (leaders, MPs, parliamentary employees, staff of MPs, etc) and ensure that the measures of the plan are **endorsed**.

Example of a parliament garnering feedback on its gender equality action plan through consultation activities (fictional)

Prior to adopting a gender equality action plan, a high-level working group organised a series of consultation activities to garner feedback on the measures proposed in their plan.

As a first step, the high-level working group convened with the permanent gender equality office (in the administration) to request support for the design and facilitation of these consultation activities. Next, the high-level working group and the permanent gender equality office selected the groups in parliament to be consulted throughout the process, ensuring gender balanced representation and participation of women and men with different backgrounds.

Findings from consultations illustrated that the plan did not include sufficient measures to tackle cyber harassment against women politicians in the institution. Based on this feedback, the high-level working group revised the gender equality action plan, to propose a new measure to conduct research on measures that can be taken to support MPs that are subjected to cyber harassment and develop guidance materials for MPs to manage cyber harassment.

Checklist #5: Garner feedback on the plan	
	<p>Assess whether there are measures that are likely to receive pushback from different groups or political parties, and take steps to:</p> <ul style="list-style-type: none"> — strengthen the justification for these measures in the plan; — advocate with MPs that will potentially oppose the measure to limit the chances that they will object; — work towards a consensus by refining the measure in a manner that achieves cross-party support.
	<p>Carry out consultation activities (i.e. interviews, workshops, etc.) that include:</p> <ul style="list-style-type: none"> — representatives of different groups (i.e. leaders, MPs, parliamentary employees, and staff of MPs); — a gender-balanced number of women and men with different backgrounds (in terms of family composition, race, ethnicity, age, ability, etc.); — representatives of different political parties.
	<p>Based on the feedback from the consultations, assess whether the plan addresses the main gender and intersecting inequalities that exist within the institution (i.e. is the plan relevant?).</p>
	<p>Based on the feedback from the consultations, consider how the proposed plan and its roadmap for implementation, monitoring and evaluation can be improved.</p>
	<p>Based on the findings of the consultation activities, assess the changes that will be made to the plan before it is formally adopted.</p>

6.2.4. Formally adopt the plan with the endorsement of leadership

After developing a gender equality action plan, parliamentary leaders can formally adopt the plan and communicate its measures to other members of the institution. When formally adopting the plan, leadership can:

- provide details on the **purpose** of the plan and the main issues it seeks to tackle, and discuss how the plan complements the wider gender equality **goals** of the parliament;
- describe the **methodology** for developing the plan, emphasising that it was a transparent and inclusive process;
- describe the main **steps** that will be taken to implement, monitor and evaluate the plan, the main group(s) involved in these activities and the timeframe for execution;
- provide **resources** that people working in parliament can use to learn more about the plan's measures.

Example of a parliament formally adopting a gender equality plan with the endorsement of leadership (fictional)

To formally adopt a gender equality action plan for parliament, a parliamentary bureau organised a joint meeting with the high-level working group that was tasked with developing the plan. The bureau adopted an official decision to approve a gender equality action plan that would be active for a period of 4 years.

After adopting the plan, the bureau of the Parliament carried out a series of communication activities with MPs, staff of MPs, parliamentary employees and citizens. This included the following.

Example of a parliament formally adopting a gender equality plan with the endorsement of leadership (fictional)

- A joint meeting with parliamentary staff, including representatives of all offices in the parliamentary administration and the secretary-general of the parliament (that heads the parliamentary administration). During this meeting, the bureau and the high-level working group described the plan's measures aiming to improve the gender-sensitivity of the administration, as well as the responsibilities of the administration to implement and monitor the gender equality action plan.
- A joint meeting with MPs, including chairs of parliamentary committees, describing the measures they will be expected to undertake to mainstream a gender perspective into their legislative work.
- A press conference, during which the speaker described the parliament's efforts to advance gender equality both in the parliament and in the society more broadly. The speaker described how the plan complements the wider gender equality goals of the parliament.

Checklist #6: Formally adopt the plan

	Identify the leader(s) that will formally adopt the plan (e.g. parliamentary bureaus, speakers, committee chairpersons, party group leaders)
	Decide how the leader(s) will formally adopt the gender equality action plan (e.g. during a joint meeting with the parliamentary bureau and the high-level working group or committee that developed the plan).
	Design the communication activities that the parliament can carry out to announce the adoption of the plan. Consider how these communication activities can be tailored for MPs and staff of MPs, the parliamentary administration, political parties and citizens.
	Identify the key messages that leader(s) will share when announcing the adoption of the plan (i.e. messages that describe the overall purpose of the plan, the need for the plan in the institution, the main gender inequalities that the plan will tackle and the alignment of the plan with the parliament's broader strategy to advance gender equality).

6.3. Step 3: Implement and monitor the gender equality action plan

After developing and adopting a gender equality action plan, proceed with implementation and monitoring. Make sure to implement and monitor your plan *simultaneously*, as these processes are interrelated.

The exact steps to implement and monitor your plan should already be established at this stage. If this planning has not yet occurred, go back to [Step 2](#) for further guidance.

To facilitate the process of implementation and monitoring:

-  **provide support to groups** (with responsibilities for implementation) to carry out the measures outlined in the plan;
-  **increase gender equality competence** in parliament to deliver the measures outlined in the gender equality action plan;
-  **continuously raise awareness** on the gender equality action plan to increase engagement;
-  **develop progress reporting** procedures and tools for the groups that will implement the measures in the plan;
-  **compile, analyse, discuss and disseminate** the findings of the progress reports.

6.3.1. Provide support to groups responsible for implementation

The high-level working group or committee can remind all relevant groups to begin carrying out the measures they have been assigned in the gender equality action plan (as outlined in Step 2).

To facilitate this process, develop an additional document which summarises the responsibilities of different groups in parliament during the process of implementation.

Use this template to develop the guidance document. Tailor it to your context.

Template 2. Develop a guidance document

Groups responsible for implementation	Leaders and/or focal points of each group	Measures the group will lead or contribute to
Parliamentary bureau, presidium, board, etc.		
High-level working group or committee (responsible for overseeing the plan)		
Permanent gender equality office (in the administration)		
Gender equality committee (responsible for government oversight)		
Committee on rules of procedure		
HR department		
Parliamentary research services		
Department of communications		

The high-level working group or committee can then disseminate this document to all groups with responsibilities for implementation. This

will create an opportunity for these groups to reflect on their upcoming work, raise questions and request additional support if needed.

Example of a parliament instructing relevant groups to carry out the measures in the plan (fictional)

A high-level working group developed an additional guidance document which listed all groups in the institution with responsibilities for implementing measures in the plan, the leaders and focal points for each group, and the measures these groups would be expected to carry out.

After receiving this document, the head of the HR department of the parliamentary administration organised a team meeting with senior management in the department. During this meeting, participants:

- determined which measures in the plan are time-sensitive and will be immediately prioritised by the department;
- agreed to share a common message to the team that both men and women have a responsibility to ensure the plan's success (emphasising that this is not only a 'women's issue');
- the management team also agreed to incorporate updates on the implementation of the gender equality action plan in their monthly catch-up calls.

Checklist #7: Groups with responsibilities for implementation

	Identify the measures that your group is responsible for carrying out. Consider the activities that are time sensitive, and the activities that are ongoing. For each of the measures, reflect on the specific milestones you aim to achieve for each measure.
	Reflect on how you will ensure that both women and men in all their diversity are engaged to carry out the measures in the plan assigned to your team.
	Assess whether your group is required to collaborate with any other people or groups to deliver this work.
	Consider whether your group will need access to any specific tools or systems to conduct this work, and how you will gain access to these tools or systems.
	Reflect on the resources (human and financial) your group been allocated to implement this work.
	Consider the challenges that may arise in the process of implementation. Discuss how these challenges can be prevented and/or mitigated.

6.3.2. Increase gender equality competence

To successfully implement your gender equality action plan, improve gender equality competence ⁽⁶⁹⁾ within your parliament.

What elements should be considered when strengthening gender equality competence ⁽⁷⁰⁾?

- **Commitment:** recognise gender equality as the aim of the parliament and take responsibility for gender mainstreaming in your own work.
- **Methodological skills:** enhance the capacity to use **methods and tools** to implement gender mainstreaming, including **sex-disaggregated data** and gender analysis that can be used in your work.
- **Specialist knowledge:** strengthen both your theoretical understanding of gender as a social construct, and empirical knowledge on gender equality in your area of work.

⁽⁶⁹⁾ EIGE (2016), *Institutional Transformation: Gender mainstreaming toolkit*, Publications Office of the European Union, Luxembourg (<https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation>).

⁽⁷⁰⁾ See footnote 74 for more on how to develop gender equality competence in your parliament.

Example of a parliament increasing the gender equality capacity of individuals in the institution (fictional)

The gender equality office (in the parliamentary administration) led a training needs assessment among MPs and parliament staff, which assessed their knowledge of gender equality concepts, methods, and use of gender mainstreaming tools. The assessment took the form of a short online survey, disseminated to MPs, staff of MPs, and parliamentary employees via email.

Findings from the needs assessment highlighted that MPs and staff of MPs had little understanding of how to carry out gender impact assessments and gender budgeting. To address this, the gender equality office prepared a competence development plan detailing the aims, participants, course content and methodology, duration and time schedule of the competence development initiative, as well as follow up activities to ensure the sustainability of efforts.

The gender equality office then contracted an external expert who specialises in gender mainstreaming in parliaments. With the support of the external expert, the gender equality office organised a series of online workshops describing how to conduct gender impact assessments and gender budgeting for beginners. To complement these workshops, the gender equality office, together with the external expert, prepared a checklist for gender impact assessment of legislative proposals and compiled a list of online resources that provide guidance on these topics, which was disseminated widely to MPs and staff of MPs.

Checklist #8: Increase gender equality competence

	Identify gender equality competence needs in your institution by conducting a gender organisational assessment .
	Create a competence development plan that includes details on the aims of the training, intended participants of the training, content of the courses, and the scope, duration, and timeline of the intended trainings. Specify how the sustainability of capacity development initiatives will be ensured. Introduce mandatory gender equality training, if possible.
	Allocate responsibility for the training by determining which internal and/or external experts will carry out the training.
	Set aside the human and financial resources required to conduct the training long-term.
	Deliver the training in the format(s) that are most appropriate for your needs, the preferences of training participants, and the resources available (i.e. in-person training sessions, courses, or workshops, as well as online courses that are self-paced and/or moderated with facilitators).

6.3.3. Continuously raise awareness

Awareness-raising activities shed light on the efforts of your parliament to improve gender equality in your institution and demonstrate that this work is a priority.

Awareness raising is also important because it can help to correct misconceptions about your gender equality action plan and mitigate potential resistance.

What is institutional resistance?

Institutional resistance is defined as 'a systematic, ongoing, sustained pattern of non-engagement with the issue of gender equality' ⁽⁷¹⁾. It can occur:

- **passively**, when individuals slow down the change process unconsciously or deliberately;
- **actively**, when individuals outwardly disparage or outwardly boycott the change process;
- in a **hidden** manner, when individuals show openness to the change process but do not act accordingly.

Resistance may occur if groups or individuals in parliament consider the plan to be irrelevant for their needs or are hesitant to carry out the work required to implement or monitor the plan.

'Dos and don'ts' of mitigating institutional resistance

Dos

- ✓ **Do** emphasise in awareness-raising activities that the gender equality action plan is relevant for all members (MPs and staff) of your institution.
- ✓ **Do** describe the human and financial resources that have been allocated to the implementation and monitoring of the plan.
- ✓ **Do** create opportunities and systems for providing feedback to the gender equality action plan, in a respectful and constructive way.

Don'ts

- ✗ **Do not** describe the plan as an initiative of a specific party or politician, or as a plan that is only relevant for women.
- ✗ **Do not** describe the plan as additional work for the parliament, rather than part of the everyday work of the parliament.

Example of a parliament that conducted awareness raising activities after launching a gender equality action plan

The regional Basque Parliament in Spain adopted a **gender equality plan for women and men (2018–2022)** that includes measures to integrate gender equality into the management, organisation and operation of the parliament ⁽⁷²⁾. The plan presents an objective to raise awareness of gender equality and women's political participation through regular, systematic communication activities. These awareness-raising activities include internal gender equality training and the inclusion of gender equality considerations in all training activities. The plan also includes measures to demonstrate and increase the visibility of women both in the parliament and in government institutions in the Basque region. Finally, the plan aims to create a physical space where news related to equality can be shared among the workforce.

⁽⁷¹⁾ IGE (n. d.), 'Resistance and common challenges – and how to overcome them', GEAR tool, EIGE website (<https://eige.europa.eu/gender-mainstreaming/toolkits/gear/challenges-resistance>).

⁽⁷²⁾ Parliament of the Basque Country (2018), Equality plan for women and men of the Basque Parliament (<https://www.legebiltzarra.eus/portal/web/eusko-legebiltzarra/servicios-administrativos/igualdad>)

Checklist #9: Continuously raise awareness	
	Make the plan accessible and visible (i.e. by creating a dedicated intranet site to showcase the plan).
	Create and disseminate a simplified, easy-to-read version of the plan.
	Mention the plan in internal communications (i.e. regular newsletters, or emails shared with staff) and reflect on its implementation status.
	Integrate the plan into onboarding training for new MPs and parliamentary staff, and in regular gender equality training.
	Send targeted messages to different groups (i.e. MPs and parliamentary employees) describing the areas of the plan that are relevant for their work.
	Identify gender equality champions (i.e. people dedicated to advancing gender equality in parliament by supporting the measures outlined in the plan).
	Draw attention to the gender equality action plan when participating in international events and campaigns promoting gender equality.
	Mitigate institutional resistance by emphasizing that the plan is relevant for everyone in the parliament in awareness-raising activities.

6.3.4. Develop procedures and tools for progress reporting

Regular progress reporting will help you to stay up to date on the status of implementation and to identify issues hindering the execution of your plan. All groups with responsibilities for

implementation will provide regular progress updates (see [Step 2](#) and [Step 3](#) for details on these groups).

You can also develop **tools** for different groups to share progress updates (see example of a template below).

Template 3. Progress report

Progress report by [name of person/group] completed on [date]		
Measures the person/group is responsible for conducting	Target and timeframe for these measures	Progress achieved based on performance indicators

Example of a parliament developing procedures for progress reporting

In the **European Parliament**, the **action plan on gender mainstreaming of the BUDG Committee** describes aims to mainstream gender in Committee operations, including when drafting budgetary, legislative and non-legislative documents. It outlines activities to monitor the implementation of the plan, led by the gender mainstreaming rapporteurs. A member of the BUDG Committee's secretariat will monitor the implementation of the plan, which will be reported annually to the committee by the rapporteurs ⁽⁷³⁾.

Checklist #10: Developing procedures and tools for progress reporting

	Create a document that outlines how regularly progress reporting will occur for the measures in the plan (e.g. for long-term plans active for at least 3–4 years, as a minimum carry out full progress reporting on an annual basis) and the people and/or group(s) that should share progress updates.
	In the document, include the information that the progress reports shared by groups in the institution should contain, such as updates on performance indicators developed for each of the activities in the gender equality action plan (see Step 2).
	Develop a template for progress reporting that groups should use to share updates with the high-level working group or committee.

6.3.5. Compile, analyse, discuss and disseminate the findings of the progress reports

compile the progress report findings into a single document that assesses the extent to which measures in the gender equality action plan have been implemented.

The high-level working group or committee will

'Dos and don'ts' of developing a compiled progress report

Dos

- Do** identify bottlenecks in the implementation of the plan.
- Do** reflect on potential reasons why targets have not been met.
- Do** provide an update on all measures in the plan.
- Do** pay attention to gender and intersecting inequalities.
- Do** use gender-sensitive language throughout the report.
- Do** review and update the remaining budget for implementation, monitoring and evaluation.

Don'ts

- Do not** 'name and shame' groups that have not met targets.
- Do not** make definitive statements as to why targets have not been met without consulting the groups responsible for implementation.
- Do not** include unnecessary information that makes the report difficult to read or understand.

⁽⁷³⁾ European Parliament BUDG Committee (2020), 'Action plan on gender mainstreaming of the Committee on Budgets (BUDG)' ([https://www.europarl.europa.eu/cmsdata/207906/BUDG-D\(2020\)16325_Annex_Gender %20Mainstreaming %20Action %20Plan %20- %20approved.pdf](https://www.europarl.europa.eu/cmsdata/207906/BUDG-D(2020)16325_Annex_Gender%20Mainstreaming%20Action%20Plan%20-%20approved.pdf)).

Next, share the compiled progress report with the groups responsible for implementation and arrange a joint meeting. The **purpose of the joint meeting** is to:

- understand the factors that have helped facilitate the process of implementation;
- identify existing roadblocks that are hindering the process of implementation, and potential solutions to address these issues;
- consider whether any changes will be made to the plan based on findings of the compiled report;
- discuss how the parliament can give visibility to the key messages of the compiled progress report.

Example of a parliament producing regular progress reports

The **equality plan of the National Parliament of Spain** (2020–2024) presents a framework for evaluating progress to implement the plan over a 4-year period⁽⁷⁴⁾. To help monitor and evaluate its implementation, the plan includes a total of 142 performance indicators to assess progress within eight thematic areas.

1. Organisational measures (to implement and monitor the plan).
2. Access to public employment.
3. Career advancement and promotions.
4. Training, information and awareness.
5. Gender representation in staff bodies.
6. Work–life balance.
7. Anti-harassment.
8. Communication and inclusive language.

The plan describes the establishment of a Monitoring Committee overseeing its implementation, which will publish annual progress reports to the upper and lower houses of the parliament. The annual reports will assess the process of implementing the plan and provide recommendations for improving or amending the plan. The parliament has also created equality portals on the websites of the Congress of Deputies⁽⁷⁵⁾ and the Senate⁽⁷⁶⁾. These portals provide public information on the monitoring of the gender equality plan, sex-disaggregated data on the composition of staff, and the policies and procedures of the parliament to combat harassment and gender-based violence.

Example of a parliament disseminating progress report findings (fictional)

A parliament's gender equality action plan sets out that a joint progress meeting will be held annually to discuss the findings of the annual progress report. The meeting is chaired by the high-level working group and is attended by leaders and focal points of groups responsible for implementing the plan.

The purpose of the joint meeting is to discuss the progress made towards implementing the plan. An overview of the findings of the annual progress report is provided, and participants identify common success factors and roadblocks that affected implementation.

The key findings of the joint progress meeting and annual progress report are then shared with the institution's communications teams, who then disseminate the findings through internal and external communications.

⁽⁷⁴⁾ Spanish National Parliament (2020), 'Equality plan of the *Cortes Generales* 2020-2024' (<https://www.congreso.es/en/cem/igualdad#:~:text=El%20Plan%20de%20Igualdad,%C3%A1mbito%20de%20la%20administraci%C3%B3n%20parlamentaria>).

⁽⁷⁵⁾ Spanish Congress of Deputies, 'Equality Portal', Spanish Congress of Deputies website (<https://www.congreso.es/en/cem/igualdad>).

⁽⁷⁶⁾ Spanish Senate, 'Parliamentary administration', Spanish Senate website (<https://www.senado.es/web/conocersenado/temasclave/administracionparlamentaria/index.html>).

Checklist #11: Compile, disseminate and analyse the findings of the progress reports

	Compile the individual progress reports shared by different groups into a single document.
	Ensure that the document provides the key findings of the progress reports, and the main issues that need to be addressed going forward.
	Share the compiled progress report with the groups responsible for implementation and arrange a joint meeting to discuss the key findings.

6.4. Step 4: Evaluate the gender equality action plan

Carry out a gender-responsive evaluation of


your gender equality action plan to obtain credible evidence on the strengths and weaknesses of the existing plan and improve the process of planning future gender equality action plans.


What is gender-responsive evaluation?


Gender-responsive evaluations are assessments that measure progress towards the achievement of gender-related goals set out in a plan. They assess the inputs (resources used to deliver a plan), activities (measures carried out), outputs (results produced), outcomes (short-/medium-term effects) and impacts (long-term effects) of the plan from a gender perspective ⁽⁷⁷⁾.


You can conduct a gender-responsive evaluation during the process of implementing a plan (mid-term evaluation) and/or after a plan expires (*ex post* evaluation). Mid-term evaluations are useful because they can help you to assess whether the targets in your plan should be adjusted to account for factors not previously considered. However, it may be more practical to evaluate a plan only after the period of implementation is completed (for example, if your parliament has limited financial or human resources to conduct multiple evaluations).

To conduct a gender-responsive evaluation of your plan:

 **allocate** responsibility and adequate human and financial resources for the evaluation activities;

 prepare the **evaluation strategy** by defining the evaluation criteria, gender-sensitive evaluation questions, and the methodological approach and tools;

 **conduct and steer** the evaluation by carrying out the tasks outlined in the evaluation strategy;

 develop an **evaluation report** and disseminate the evaluation findings internally and externally.

6.4.1. Allocate responsibility and adequate financial and human resources

The high-level working group or committee (overseeing the plan) will select the person or group that will carry out the evaluation. You may choose to work with an external expert with experience in gender-responsive evaluations for this task (whose work would be scrutinised by the high-level working group or committee). Alternatively, you may assign this task to internal experts (for example, that work in the gender equality office of the parliamentary administration, who are more familiar with the institutional context and might require less time and financial resources to complete the evaluation).

⁽⁷⁷⁾ https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-responsive-evaluation?language_content_entity=en

Adequate human and resources will improve your access to data and informants throughout the evaluation process. This in turn will strengthen the findings of the evaluation and will improve its overall credibility.

Reflect on whether additional **human resources** will be needed to:

- identify and compile the documents that will be analysed by the evaluator(s);
- contact participants for interviews, workshops, and surveys;

- provide technical support to organise in-person or online meetings to discuss the findings of the evaluation.

As part of [Step 3](#), you reviewed and updated the remaining budget that could be used to evaluate the gender equality action plan. At this stage, **review the budget again** to assess whether any additional financial resources are needed to conduct a thorough evaluation.

Checklist #12: Allocate responsibility and adequate resources

	Select the people or group(s) responsible for designing and conducting the evaluation.
	Ensure that the high-level working group can scrutinise the evaluation if it is conducted by an external expert.
	Review and update the resource plan for the evaluation, to ensure that there are adequate human and financial resources available.

6.4.2. Prepare the evaluation strategy

First, define the criteria that will be used to determine whether the gender equality action

plan has successfully advanced gender equality in the parliament.

Then, define evaluation questions to assess the inputs, activities, outputs, outcomes and impacts of a gender equality action plan.

Examples of evaluation criteria and evaluation questions

Criteria	Evaluation questions
Effectiveness (the extent to which the plan has achieved its objectives)	<ul style="list-style-type: none"> • Have all measures within the gender equality action plan been implemented? • To what extent did the plan improve the degree to which: <ul style="list-style-type: none"> — women and men have equal opportunities to ENTER parliament; — women and men have equal opportunities to INFLUENCE parliamentary working procedures; — women's concerns and interests have adequate SPACE on the parliamentary agenda; — the parliament produces gender-sensitive LEGISLATION; — the parliament complies with its SYMBOLIC function. • What were the main obstacles that hindered the achievement of the planned results and outcomes of the plan?

Examples of evaluation criteria and evaluation questions	
Criteria	Evaluation questions
Efficiency (the relationship between the inputs and outputs delivered by the plan)	<ul style="list-style-type: none"> • Were the resources (human and financial) allocated for the implementation and monitoring of the plan utilised in accordance with the budget? • Were the activities of the plan completed within the specified timeframe? • Were there any inefficiencies or bottlenecks identified during the process of implementation and monitoring?
Relevance (the extent to which the objectives and the design of the plan are relevant to the needs of the parliament (and/or society))	<ul style="list-style-type: none"> • Was the plan relevant for the different groups in parliament (i.e. leaders, MPs, parliamentary employees, and staff of MPs)? • Was the plan relevant for groups that may experience gender and intersecting inequalities? • Was the plan relevant for different political parties in parliament?
Coherence (how well the plan fits within the broader gender equality objectives of the parliament)	<ul style="list-style-type: none"> • To what extent did the plan's objectives and actions align with: <ul style="list-style-type: none"> — the gender equality strategy of the parliament, or their broader strategic plan; — the national gender equality plan or strategy; — European and international commitments to gender equality.
Added value (the extent to which the plan brought about change that would not otherwise have occurred)	<ul style="list-style-type: none"> • How has the plan improved the visibility of gender equality within the parliament and in society? • Has the plan introduced innovative approaches or practices that were not previously used by the parliament to address gender and intersecting inequalities? • How has the plan improved the accountability of the parliament to address gender and intersecting inequalities, both internally and externally?

Next, design the approach that will be taken to assess the performance of your gender equality action plan. Evaluators typically adopt a **mixed methods approach**, collecting both qualitative and quantitative data (e.g. by reviewing progress reports and internal documents, review-

ing sex-disaggregated data on the composition of the parliament, and data disaggregated by sex and other characteristics if available, as well as conducting interviews with leaders, MPs and employees).

Checklist #13: Prepare the evaluation strategy

	Define the evaluation criteria (i.e. the standards used to assess the performance of an intervention).
	Develop gender-sensitive evaluation questions to assess the inputs, activities, outputs, outcomes and impacts of the plan.
	Design the methodological approach and tools required to conduct the evaluation.

6.4.3. Conduct and steer the evaluation

Next, carry out and/or oversee the evaluation activities. Use this template to keep track of the evidence you collect.

Template 4. Systematise evaluation activities

Evaluation criteria and example questions (further questions shared in Step 4.2)	Findings of activity #1 (review of compiled progress reports from the monitoring stage)	Findings of activity #2 (review of internal policies of the institution)	Findings of activity #3 (survey with leaders, MPs, MP staff and employees of parliament)	Findings activity #4 (interviews with leaders, MPs, MP staff and employees of parliament)
Effectiveness				
Have all measures within the gender equality action plan been implemented?				
Efficiency				
Were the resources allocated for the implementation and monitoring of the plan utilised in accordance with the budget?				
Relevance				
Was the plan relevant for the different groups in parliament (i.e. leaders, MPs, parliamentary employees, and staff of employees)?				
Coherence				
To what extent did the plan's objectives and measures align with the gender equality strategy of the parliament, or their broader strategic plan?				

Evaluation criteria and example questions (further questions shared in Step 4.2)	Findings of activity #1 (review of compiled progress reports from the monitoring stage)	Findings of activity #2 (review of internal policies of the institution)	Findings of activity #3 (survey with leaders, MPs, MP staff and employees of parliament)	Findings activity #4 (interviews with leaders, MPs, MP staff and employees of parliament)
Added value				
How has the plan improved the visibility of gender equality within the parliament and in society?				

6.4.4. Report writing, consultation and dissemination of the findings

After completing the evaluation activities, discuss the findings of the study with different groups in the parliament and stakeholders outside of the parliament.

- Relevant **groups in parliaments** include the groups that were responsible for implementing and monitoring different activities in the gender equality action plan, as well as participants of the interviews, workshops, and surveys, and other consultation activities.
- Relevant **groups external to the parliament** may include gender equality experts, aca-

demics and CSOs that supported the development, implementation, or monitoring of the gender equality action plan, and/or specialise in the field of gender-sensitive parliaments.

Carry out consultations before the final report is produced and disseminated to the public. Make sure to engage diverse groups of women and men in the consultation process. Once the consultations are completed, develop a final report which answers the evaluation questions, presents sex-disaggregated data, and uses gender-sensitive language and content. The findings of this report will be used to develop recommendations for subsequent plans (see [follow-up activities](#)).

Example of a parliament conducting an evaluation their plan

The regional Basque Parliament in Spain published an evaluation report of its **gender equality plan (2018–2022)** ⁽⁷⁸⁾. The evaluation report includes a traffic light system which highlights the extent to which an action was achieved; whether it was abandoned or merged into another action; or whether a measure was postponed due to the COVID-19 pandemic.

Findings from the evaluation report show that the number of women employees has increased since the plan was launched, equality has a greater presence in the parliament's agenda through the Equality Group, and new tools have been created to promote gender equality (for example, through regular gender equality trainings for staff).

The evaluation report also highlights that COVID-19 was an obstacle to improve the gender-sensitivity of physical spaces, and that these efforts need to continue as part of the following plan for 2023–2027.

⁽⁷⁸⁾ Parliament of the Basque Country (2022), Evaluation report of the equality plan for women and men of the Basque Parliament. (<https://www.legebiltzarra.eus/portal/web/eusko-legebiltzarra/servicios-administrativos/igualdad>).

Checklist #14: Report writing, consultation and dissemination of the plan	
	Discuss the preliminary results of the evaluation with different groups in parliament, as well as with relevant stakeholders external to parliament.
	Finalise the evaluation report , keeping in mind the feedback from the consultation activities.
	Publish the results on the webpage of the parliament, with accessible versions.
	Distribute the report to subscribers of parliamentary newsletters.
	Ask gender equality champions to share findings with their networks.
	Send the findings to different government ministries and departments .
	Partner with news outlets/blogs to showcase the efforts of the parliament.
	Organise events to present the findings of the evaluation and other initiatives to advance gender equality and women's political participation in the country.

7. After evaluating your gender equality action plan

Conduct follow-up activities to understand the progress achieved, as well as the persisting gender and intersecting inequalities that continue to affect your parliament.

To achieve lasting gender-responsive institu-

tional change, continuously **renew your commitment** to creating relevant gender equality action plans. This means starting the development of a new plan once the previous one expires, taking into account changes to the status quo.

Example of a parliament conducting follow-up activities

In 2022, the **Swedish Parliament** published a report evaluating the work completed under the 2018–2022 action programme ⁽⁷⁹⁾. The report describes the results of the plan, such as improved treatment and experience of women MPs, improved working conditions and working environment, and increased knowledge on gender equality in the institution. The report also presents recommendations for the next programme.

Similarly, the follow up plan for 2022–2026 ⁽⁸⁰⁾ states that at the end of the election period, the working group responsible for overseeing the plan must evaluate its work and submit a report to the Board of the Parliament. In the evaluation report, the recommendations for the following plan will be outlined.

Checklist #15: Follow-up activities

	Reflect on the forms of gender and intersecting inequalities that the previous plan addressed, and the inequalities the plan failed to address. Consider how a gender and intersectional perspective can be better integrated into a subsequent plan.
	Consider how the parliament can improve the engagement of different groups of women and men in parliament (i.e. MPs, staff of MPs, parliamentary staff, etc.) in the process of developing, implementing, monitoring and evaluating a subsequent plan.
	Assess how the process of data collection (disaggregated by sex and other characteristics such as age, family status, ethnicity or disability) can be improved to facilitate the delivery of a subsequent plan.
	Go back to Step 1 , and conduct another gender equality assessment for the parliament using EIGE's self-assessment tool or another assessment approach.
	Complete the preparatory measures required prior to developing a new plan, keeping in mind any changes that may have occurred since the previous plan was launched.

⁽⁷⁹⁾ Swedish Parliament (2022), Report on the Action programme for gender equality in the Parliament for the 2018-2022 electoral period. (<https://www.riksdagen.se/globalassets/05.-sa-fungerar-riksdagen/arbetet-i-riksdagen/jamstalldhetsarbete-i-riksdagen/rapport-om-handlingsprogrammet-for-jamstalldhet-2018-2022.pdfpdf-352-kb.pdf>).

⁽⁸⁰⁾ Swedish Parliament (2022), 'Gender Equality work in the Riksdag', Swedish Parliament website (<https://www.riksdagen.se/en/how-the-riksdag-works/the-work-of-the-riksdag/gender-equality-work-in-the-riksdag/>).

8. Further resources

Source	Resource
EIGE	<p>EIGE's Gender Mainstreaming Platform:</p> <ul style="list-style-type: none"> • Gender-sensitive Parliaments self-assessment tool • Gender Budgeting toolkit • Gender Equality Training toolkit • Gender Impact Assessment toolkit • Gender Institutional Transformation toolkit • Gender-responsive evaluation method and tool • Gender-sensitive Communication toolkit • Gender mainstreaming methods and tools • Gender-responsive Public Procurement toolkit • EIGE's Gender Statistics Database and data collection on women and men in decision-making
IPU	<ul style="list-style-type: none"> • Gender-sensitive parliaments publication • Plan of action for gender-sensitive parliaments • Evaluating the gender-sensitivity of parliaments: A self-assessment toolkit • Guidelines for the elimination of sexism, harassment and violence against women in parliament • Gender sensitive parliaments: A global review of good practice
International IDEA	<ul style="list-style-type: none"> • INTER PARES course on the role of parliament in achieving gender equality • Gender-targeted public funding for political parties
OECD	<ul style="list-style-type: none"> • OECD toolkit for mainstreaming and implementing gender equality • OECD toolkit for gender equality in governance: Gender sensitive practices in parliaments
OSCE ODIHR	<ul style="list-style-type: none"> • Participatory gender audits of parliaments: A step-by-step guidance document • Realizing gender equality in parliament: A guide for parliaments in the OSCE region • Handbook on promoting women's participation in political parties • Making laws work for women and men: A practical guide to gender-sensitive legislation • Gender Audit Tool for political parties
UN Women	<ul style="list-style-type: none"> • Action kit: Engaging parliaments in gender responsive budgeting • A primer for parliamentary action: Gender-sensitive responses to COVID-19 • I Know Gender 5: Women's Leadership and Decision Making – Portal
Other resources	<ul style="list-style-type: none"> • CPA gender sensitising parliaments guidelines: Standards and a checklist for parliamentary change • Victoria State Government (Australia) recommended standard for inclusion of audit data in gender equality action plans

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Annex: Template of a gender equality action plan for the parliament

Use the template to develop a gender equality action plan. The different terms included in the template are described below.

Area	This refers to the different conceptual areas in EIGE's self-assessment framework. Further details on each of these areas can be found in this tool , and in EIGE's self-assessment tool .
Domain	This refers to the different topics covered in each area of EIGE's self-assessment framework. Further details on each of these domains can be found in this tool , and in EIGE's self-assessment tool .
Measure number	Assign a corresponding number to each measure in the plan.
Measure description	Describe the measure in this column. The tool provides guidance on how to propose the measures for your plan). It also provides examples of measures that can be included in each area of EIGE's self-assessment framework (Step 2).
Responsible groups	In this column, outline which people and/or groups will be responsible for carrying out a measure. Further details on allocating responsibility can be found in Step 2 of the tool .
Benchmark	Describe the baseline value or status quo for each measure in the plan. Further guidance on benchmarks is presented in Step 2 of the tool .
Target	Clearly explain the goals you aim to achieve for each measure. Further details on how to establish targets with specified timeframes can be found in Step 2 of the tool .
Timeframe	In this column, specify the timeframe associated with each target.
Indicators and data source	List the indicators that will be used to track each measure and the data required to monitor each indicator. Further guidance on this topic can be found in Step 2 of the tool .
Budget	Describe details on the financial resources set aside to implement the measure. Further guidance on this topic can be found in Step 2 of the tool .

Forward

Begin with a forward from the leader of the parliament (i.e. the Speaker, the President, etc.) and other members of the high-level working group or committee that developed the plan. Describe the purpose of the gender equality action plan and how it aligns with the parliament's broader strategy to advance gender equality in the institution.

Introduction

Provide background details on the gender equality action plan, describing:

- the relevant legal and/or policy frameworks that have facilitated the development of the plan;

- the main gender inequalities that the plan intends to address, based on the gender equality assessment conducted in preparation of the plan (for further details on conducting a self-assessment see [Step 1](#));
- the main work that has been undertaken to develop the plan, and the experts and groups that contributed to its development;
- details on the main sections of the plan, and how to navigate the document.

Gender equality action plan of the parliament

Area 1. Women and men have equal opportunities to ENTER parliaments

Measure number	Measure description	Responsible groups	Benchmark	Target	Timeframe	Indicators and data source	Budget
Domain 1: Electoral rules and procedures to assure gender equality							
1.1.1:							
1.1.2:							
1.1.3:							
Domain 2: Political parties' measures that actively support equal access to parliament for women and men candidates							
1.2.1:							
1.2.2:							
1.2.3:							
Domain 3: Recruitment procedures to ensure equal opportunities for all parliamentary employees							
1.3.1:							
1.3.2:							
1.3.3:							

Area 2. Women and men have equal opportunities to INFLUENCE parliaments

Measure number	Measure description	Responsible groups	Benchmark	Target	Timeframe	Indicators and data source	Budget
Domain 1: The capacity of MPs in a parliament (based on its composition)							
2.1.1:							
2.1.2:							
2.1.3:							
Domain 2: Structure and organisation (in terms of the working environment and its work-life balance measures)							
2.2.1:							
2.2.2:							
2.2.3:							

Measure number	Measure description	Responsible groups	Benchmark	Target	Timeframe	Indicators and data source	Budget
Domain 3: Staff organisation and procedures							
2.3.1:							
2.3.2:							
2.3.3:							

Area 3. Women's interests have adequate SPACE on the parliamentary agenda

Measure number	Measure description	Responsible groups	Benchmark	Target	Timeframe	Indicators and data source	Budget
Domain 1: Gender mainstreaming structures (e.g. groups/bodies)							
3.1.1:							
3.1.2:							
3.1.3:							
Domain 2: Gender mainstreaming tools in parliamentary work							
3.2.1:							
3.2.2:							
3.2.3:							
Domain 3: Gender mainstreaming tools for parliamentary employees							
3.3.1:							
3.3.2:							
3.3.3:							

Area 4: Gender-sensitive LEGISLATION

Measure number	Measure description	Responsible groups	Benchmark	Target	Timeframe	Indicators and data source	Budget
Domain 1: The general legal framework for gender equality in the country							
4.1.1:							
4.1.2:							
4.1.3:							
Domain 2: Gender mainstreaming in legislation							
4.2.1:							
4.2.2:							
4.2.3:							
Domain 3: Oversight of gender equality							
4.3.1:							
4.3.2:							

Measure number	Measure description	Responsible groups	Benchmark	Target	Timeframe	Indicators and data source	Budget
4.3.3:							

Area 5. SYMBOLIC function of parliament

Measure number	Measure description	Responsible groups	Benchmark	Target	Timeframe	Indicators and data source	Budget
Domain 1: Gender-sensitive organisation of parliamentary spaces							
5.1.1:							
5.1.2:							
5.1.3:							
Domain 2: Gender equality in external communication and representation							
5.2.1:							
5.2.2:							
5.2.3:							

Ensuring the implementation, monitoring and evaluation of the gender equality action plan

Describe measures to ensure that the plan is effectively implemented, monitored, and evaluated. Include details on:

the steps that will be taken to [increase gender equality competence](#) and to [raise awareness](#) on the plan;

the stages at which [progress reporting](#) and [evaluation](#) of the plan will be carried out.

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