

**Short term high quality studies to support activities under the Eastern Partnership
HiQSTEP PROJECT**

**WOMEN IN POWER AND DECISION-MAKING
IN THE EASTERN PARTNERSHIP COUNTRIES**

GOOD EXAMPLES

ANNEX TO THE STUDY REPORT

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Table of Contents

1	Introduction.....	3
2	Main steps, activities and methodology	3
2.1	Collecting and assessing good examples	3
2.2	Collecting and identifying Good Examples	3
2.3	Involvement of the Country Researchers.....	4
2.4	Criteria for the selection of the Good Examples	4
2.5	Additional criteria for the analysis of the Good Examples.....	4
2.6	Identification of the Good Examples	4
2.7	Consultation and analysis of good examples.....	5
3	Set of Good Examples.....	6
3.1	ARMENIA: Prime Minister's Awards	6
3.2	AZERBAIJAN: DAYAQ.....	9
3.3	GEORGIA: Gender mainstreaming in the Ministry of Defence	12
3.4	MOLDOVA: Temporary Special Measures for women in politics	15
3.5	UKRAINE: Increasing women's participation in local governance.....	19

1 INTRODUCTION

The present Annex covers objective 6, i.e. Part B of the *Women in Power Study and Decision Making in the Eastern Partnership Countries 2015*, which entails the collection, identification and recommendation of Good Examples. The goal of objective 6 is to collect good examples relative to promoting women's participation in connection with the strategic objectives formulated in Beijing's Platform for Action, Area G: Women in Power and Decision Making, across the European Partnership (EaP) Countries. Good Examples can take various forms: they can directly affect women's participation in political or corporate life, such as through quotas, or have an indirect effect such as a well thought-out plan for child-care, which may lead to a greater participation of women in the labour force or to a greater presence in public power positions.

EU and EaP stakeholders of different sectors who are involved in the design and implementation of gender mainstreaming strategies in organisations, institutions and administrations, will find in the Good Examples below support to effective approaches based on available and already tested strategies. Good Examples can help EU Member States and EaP governments in their knowledge building and information exchange processes.

This Annex is the deliverable of the second phase of the Study and has been finalised after the approval of the final study report – this is why it is presented as a separate document.

2 MAIN STEPS, ACTIVITIES AND METHODOLOGY

2.1 Collecting and assessing good examples

For the purpose of the current study, the collected Good Examples relate to strategies that have proven effective in favouring women's access, retention in the labour force or to their promotion in public power positions. Inter alia, these can be:

- Municipal, regional or national laws, regulations or decisions that adequately analyse and meaningfully apply a gender dimension to the legislative work.

Example – an electoral law that limits to 60 per cent the number of heads of the electoral lists who are of the same gender.

- An employer's transparent and consistent policy to ensure adequate participation, promotion and visibility of both genders.

Example 1 – all short-lists for positions or promotions must mandatorily include at least one woman.

Example 2 – a broadcaster's guidelines mandate that a maximum of 60 per cent of experts interviewed on television may be from the same gender.

2.2 Collecting and identifying Good Examples

The Good Examples identified by the country researchers in the Eastern Partnership Countries have proven particularly effective in increasing women's empowerment. During the data collection and

analysis conducted for Part A of the Women in Power study, the experts undertook desk research and screening of existing literature, studies and documents with the objective of supporting the mapping process. The process of identification of Good Examples at national or municipal level involved civil servants, employers, employees, civil society representatives and other relevant subjects.

2.3 Involvement of the Country Researchers

The country researchers from the six Eastern Partnership Countries based their study of Good Examples on country knowledge and experience on gender and included desk research and field work. Each researcher consulted at least two relevant stakeholders, generally one government (either local or national) and one civil society representative, to identify and describe the relevant Good Examples. Due to the limited time available and the requirement to identify and analyse the matter in depth, it was decided to limit the research and the analysis to the five or six Good Examples that had proven effective over a reasonable period of time. Other criteria included the prevailing approaches and experiences. Also, the Study team found that the examples' value was not necessarily linked to a specific country and, conversely, that not in all countries a Good Example could be presented. The country researchers' work include links to documents, evaluations and relevant web-pages.

2.4 Criteria for the selection of the Good Examples

Each measure or initiative included in the list of Good Examples responds to the following criteria:

1. It was implemented and is operational
2. It is considered important and relevant

2.5 Additional criteria for the analysis of the Good Examples

To ensure that the Good Examples could be used in diverse environments, the Study team analysed the elements that made them successful and answered the following questions:

1. What is meaningful about this example?
2. How is this example transferable?

2.6 Identification of the Good Examples

During the first phase of the Study (from July 15 to November 30, 2015), the Good Examples were selected in consultation with the Country Researchers, taking into account their suggestions. The selected Good Examples identified were also described briefly in the Final Study Report. Further research was undertaken during January and February 2016, including interviews with people operationally involved in the Good Examples activities.

2.7 Consultation and analysis of good examples

The selected Good Examples were analysed, described, presented and collectively assessed during the Consultation Meeting held on February 26, 2016 in Vilnius with the research team, experts from EIGE and international experts. EIGE's relevant experience on good practices and comments on the Good Examples presented were taken into consideration in the descriptions of the Good Examples provided in the present document.

3 SET OF GOOD EXAMPLES

3.1 ARMENIA: Prime Minister's Awards

Category	Gender dimension legislation/regulation
Name of organization	Government
Period of implementation	Since 2012
Funding	Armenian Government
Key priorities and aims	Higher visibility and empowerment of women
Specific target groups	Women in rural areas

3.1.1 Analysis

In recent years, in order to mainstream gender into political and public life and to raise gender awareness, the Armenian Government, together with non-governmental organisations, has been holding annual contests in different categories such as *The best urban community* implementing gender policy; *The best rural community* in implementing gender policy; *The best female entrepreneur* and *The best media outlet* providing coverage of gender issues. The winners receive a Prime Minister's award. The objective of the initiative is to eradicate gender stereotypes and advocate a different image of women in the Armenian society.

The contests were established based on Armenia's Gender Policy Concept Paper, which aims to "create equal conditions and possibilities for women and men to use their individual potential for socio-economic, political and cultural development of the country." The concept of the contests was developed within the Women's Council under the Prime Minister's control.

The concept of *The best urban community* implementing gender policy and *The best rural community* in implementing gender policy was adopted in November 2011 and led in 2012 to the organisation of the two contests to reward urban and rural communities (with the exception of the capital Yerevan) that positively adopt and implement the government's gender oriented policies.

The criteria for selection, which have undergone some modification over time, are the ratio of women and men in community councils, the ratio of women and men in community-led organizations and the number of gender programmes in a community's four-year development plans.

Communities enter the contest for the best rural or urban community by registering with the Ministry of Territorial Administration and Emergency Situations, which then proposes lists of candidates, consults with administrative bodies and NGOs involved in gender issues and presents the lists to the Women's Council, who then takes the final decision. The winners receive diplomas and in some cases also subsidies.

In the 2014 list, none of the urban communities had any female council members. In an attempt to justify the absence of women in the councils, the website of the city of Stepanavan in Lori *marz*, which

gained the second place, deplored this situation and mentioned how the community budget allocated to social projects benefits women and that 40 per cent of the mayor's office staff are women. In contrast, the first three winners of the rural communities had up to 60 per cent of women in their village councils and the head of one village was a woman. Also, two villages out of three have all-female agricultural cooperatives.

The contest for the best media outlet, or reporter, providing gender issues coverage was held for the first time in 2013. It rewards media outlets or journalists who raised gender issues, reported good examples in addressing gender issues in communities, businesses, social initiatives and women's leadership and fought gender stereotypes. Reporters of TV, radio, press and online media can participate to the contest. The diploma winners receive praise and encouragement from national and international organizations.

According to an interviewed reporter, the Prime Minister's award for best reporter is a positive step towards drawing attention to women's issues, especially if the contest and the awards attract media attention - even when the media coverage is mainly focused on the Prime Minister himself. However, it is not clear that the award is considered, in itself, to be significant or prestigious for a reporter.

The TV programmes that won an award are mainly focused on women entrepreneurs, violence against women, women scientists, famous women and work life balance. However, these have not addressed stereotypes or major gender issues.

Furthermore, one could also argue that female entrepreneurship in general demand less commitment from the authorities, as most of the winners of the contests are women who have already attained some success on their own account, not as a result of special government policies.

3.1.2 Evaluation

- Government is committed to women's empowerment. However, this initiative still needs adjustments to reach maximum effectiveness.
- The positive result gained through the contests and the relative awards show that the women winners then feel more empowered in their communities, at least for some time.
- Some blogs showed women's activism in city and village councils. Rural women's activism is important in a country that is otherwise centred on the capital city Yerevan. Indeed, these results support the view that it is much easier and safer for women to enter politics in rural areas rather than in cities
- The fact that the contests are more successful in rural communities shows that it is easier for women to enter politics in rural environments. Based on some results of the community contests it is clear that economic independence and empowerment are an important factor for the political involvement of women at the rural level.

3.1.3 Observations and recommendations

The success of the Good Example is mainly due to the Government's persistence in organizing the contests, regularly adding new categories and continuing to show the State's interest and commitment.

However, the attitudes towards the contests are mixed. Individuals and organizations involved in the project are keener to view them as a means to encourage women in various fields, while some NGOs regard the initiatives as not having any added value and “just a step by the government to show its international commitment towards gender-equality”. In this light, some pointed out the overall small number of women in councils, which shows no signs of increasing.

These contests should be only a part of an overall approach towards women’s empowerment; special projects, quotas and more serious commitment are necessary for more fruitful results.

It is recommended that the contests are implemented parallel to proposing certain empowering measures, such as visibility, training, financial assistance, to both give importance to the contest as well as encourage other communities to be active parts of it.

Providing more tangible prizes, particularly at the small community level,, could help women feel more empowered, at least for some time. Good financial reward might allow women to further pursue their objectives.

3.1.4 Meaningfulness and transferability of the example

The example can be considered successful inasmuch as it provides visibility to the women that are awarded the prize. In this respect, media can be a useful tool for the recognition of the efforts made to empower women.

The example can be transferred in a similar context, especially in rural areas, provided that some financial rewards are granted in order to make the project implemented by women sustainable and not just an episode.

3.1.5 Sources

Armenian Government’s website for Women’s council (meeting minutes)

<http://www.gov.am/am/councils/reports/5/>

The best urban community implementing the gender policy and *The best rural community in implementing the gender policy* concept paper (in Armenian) can be found at www.gov.am/u_files/file/xorhurdner/kananc-xorh/Lavaguyn%20gyuxakan%20hamaynq.pdf

The best reporter concept paper (in Armenian) can be found at

www.gov.am/u_files/file/Mrcuyt.pdf

3.1.6 Contacts

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Jemma Hasratyan, President, Armenian Association of Women with University Education

3.2 AZERBAIJAN: DAYAQ

Category	Gender dimension legislation/regulation
Name of organization	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Period of implementation	2012 – 2015
Funding	German Ministry for Economic Cooperation and Development (BMZ)
Key priorities and aims	Increase the capacity of women represented in local governance
Specific target groups	Women represented in local governance

3.2.1 Analysis

The DAYAQ mentoring programme is held in Azerbaijan within the project on Local Governance in the South Caucasus. The participation of women in political-decision making processes has a long-standing history in Azerbaijan: it was the first Muslim country to introduce female suffrage in 1918. Yet, today Azerbaijani women are barely represented in leading governmental positions on national or local level. Like in other former Soviet countries, the transitioning process in Armenia, Azerbaijan and Georgia led to a significant reduction in the political representation of women in parliaments, local and national governments. Aiming to strengthen local female politicians in their role and mandate, the Government of the Federal Republic of Germany financed and GIZ implemented regional programme.

In Azerbaijani, DAYAQ means support. The title reflects the core idea of mentoring, namely to establish support and learning relations between women with different backgrounds. Being a sole woman in a local parliament, representing political ideas, or promoting gender action-plans is highly challenging and requires great self-esteem, as well as an extensive support network.

The challenges that women face go beyond the technical knowledge of the local administrative system and its official procedures. DAYAQ addresses these challenges in an eight-month program, which comprises mentoring, training, projects and networks. Mentoring constitutes the pillar of the overall programme: DAYAQ connected twelve experienced women, mostly civil society activists, with twelve new women politicians. In these tandem structures, the experienced women served as mentors and provided praxis-oriented and personal advisory services to the younger women. The topics discussed ranged from legal aspects, to dealing with the media and developing conflict solutions for tangible cases.

During the program, both mentor and mentee participate in trainings such as campaigning and presentation technics. Subsequently, the mentees were supported by the GIZ program to use their acquired skills and – through the implementation of small scale projects – in directing the public's attention to topics on their agenda. Examples for such projects include local discussion rounds on domestic violence or campaigns against child marriage.

3.2.2 Evaluation

DAYAQ played a major role in increasing the number of women in local governance, especially newly elected ones. Representation of women members in municipality councils in Azerbaijan increased in 2009 from 3 to about 26 per cent and to about 35 per cent in 2014. Based on interviews with project implementers and participants, the followings considerations can be made:

- The programme was effective in increasing the number of women in local governance. It successfully targeted a specific group and aimed at their capacity building
- The mentees were able to develop their capacities thanks to the activities organised within the programme
- Networking activities among women council members throughout the country were organised and continued after the end of the programme
- The projects and ideas to develop the skills of the women council members in turn stimulated gender-related projects within their municipalities
- The mentor-mentee relations worked successfully and allowed women with less experience to learn from and be advised by their more experienced counterpart
- Through study trips to Germany, participants could get acquainted with the political work to be undertaken in the municipalities, in particular in relation to the implementation of laws on gender equality and violence against women.

3.2.3 Observations and recommendations

The success of this example is due to its capacity to involve all the municipalities, including those in remote locations, in taking care of newly elected municipality members, to ensure the financial sustainability of the initiative and the continuity of the action.

3.2.4 Meaningfulness and transferability of the example

This example can be transferred to different contexts of local governments, provided that the peer-to-peer method is maintained. In addition to a well structured programme, key to the success of this example is the selection of the apt mentors who can give the necessary confidence to the mentees and share their experience in similar situations..

3.2.5 Sources

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3.2.6 Contacts

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Lyudmila Khalilova, Coordinator for DAYAQ Mentoring Program in Azerbaijan, women.municipality@gmail.com

Ruhangiz Huseinova, mentor in DAYAQ Mentoring Program since 2012, ruhen40@gmail.com

Sima Chalabi, Mentee participating in the program since April, 2015, a municipality member of Yasamal District, Baku elected in 2014 municipality election

3.3 GEORGIA: Gender mainstreaming in the Ministry of Defence

Category	Gender dimension legislation and regulation
Name of the organization	Ministry of Defence of Georgia
Period of implementation	2012-2015
Funding	Government of Georgia
Key priorities and aim:	Increase the number of women working in the Ministry of Defence and in the armed forces
Specific target groups	Women in the Ministry and the armed forces

3.3.1 Analysis

Since 2012, the Ministry of Defence takes measures to comply with international obligations to achieve gender equality and increase women's participation in decision making at all levels. One of these measures was the implementation of UN Resolutions on women, peace and security as provided by the 2011-2015 National Action Plan.

In 2014 the Ministry approved its own Gender Equality Strategy with the intent to facilitate women's participation in decision-making positions. It is the only ministry with a gender strategy that could serve as a model to other governmental structures.

In the same year, the Ministry was the second governmental organization to open its doors to a Participatory Gender Audit process, initiated by UN Women and implemented by independent gender experts. The results and recommendations were delivered to the staff members and at the same time high and middle-position staff were trained on gender equality issues.

In 2014 the first ministerial Gender Equality Monitoring Group was created to oversee the Ministry of Defence's compliance to its gender equality strategy. The group is headed by a woman and composed of six women and three men from middle-level positions. The Monitoring Group cooperates with gender advisors to study, from a gender perspective, the working conditions in the armed forces.

In the armed forces two gender adviser positions were established in each brigade - one man and one woman - (42 advisors in total). These gender advisers were trained and are taking care of various gender-related matters. The advisors are elected by women serving in the armed forces. A similar situation prevails within the Ministry of Defence.

The Gender Equality Monitoring Group discusses the cases of gender-based discrimination and brings them to the attention of the highest decision-makers.

Several trainings on gender equality issues and on United National Security Council Resolution 1325 were held for up to 3000 servicemen and servicewomen that take part in peacekeeping operations in Afghanistan and Central African Republic.

The legal texts were revised to facilitate women's participation in the Ministry, the armed forces and the officer's courses of the National Defence Academy. Today, twelve women are enrolled in the officer's courses and they can become combat units commanders.

Gender courses were also included in the curriculum of the Academy of Defence and the officer's school.

Several other measures, such as adjusting physical tests requirements for women and information campaigns about the Ministry's gender equality strategy featuring in special programmes on TV, the ministerial website, or by way of a photo exhibition "Women in armed forces") have increased women's participation in armed forces from 5.4 per cent (1487 women in 2012) to 7 per cent (1841 women in 2015).

At present women are represented in all military ranks from soldier to colonel (1 woman) and at all levels of the armed forces except combat unit commander. Since last year one of the General Staff's departments is headed by a woman. She is one of 16 vice-colonel women in Georgia's armed forces.

Now women constitute about 40 per cent of the Ministry's civil administration and 39 women among 205 are in the middle and high level positions. Women's participation at the highest level positions (Minister and Deputy Ministers) has increased from 25 to 50 per cent.

Since May 2015, Ms Tinatin Khidasheli, a former civil society activist, one of the leaders of Georgian Democratic Party and former Member of Parliament, has become the Minister of Defence. She encourages women to believe in their own ability to serve in the armed forces on a par with men; she also urges men to accept serving side by side with women.

Ms Anna Dolidze, a lawyer and a former human right's defender, became one of three Deputy Ministers. She is in charge of education, social benefits and rehabilitation of wounded warriors.

The Ministry of Defence is therefore the leader among other ministries of Georgia regarding gender equality and women's empowerment in its structures and mainstreaming gender in its policies.

3.3.2 Evaluation

The example is innovative in combining gender equality policy developments with extensive internal (within the Ministry and the armed forces) and external (public communications) gender awareness raising.

It highlights the importance of gender education to eliminate the barriers that prevent women from accessing certain types of jobs.

It is innovative in establishing new coordinating and monitoring mechanisms such as gender advisers and the gender equality monitoring group.

It directly addresses cases of gender discrimination through a compliance procedure, with the help of gender advisers.

3.3.3 Observations and recommendations

The increase in the number of women at managerial levels in the Ministry of Defence and in the armed forces indicates a positive dynamic. However, the gender balance among chief commanders is yet to be achieved.

It is not clear how the existing institutional mechanisms will maintain gender equality if it is not accompanied by a high degree of involvement from above.

The current gender equality policy can be challenged by a change of political power after the next elections.

Whilst military ranks are often granted to women as awards during the celebration ceremonies, it would be more positive if a gender parity carrier mechanism were established in the army.

3.3.4 Meaningfulness and transferability of the example

A strong political will is crucial in promoting and sustaining change in an environment, where gender practices and policies are particularly masculine. However, successfully achieving gender parity in this type of environment can demonstrate that it can be achieved anywhere.

3.3.5 Sources

Ministry of Defence of Georgia, <http://www.mod.gov.ge>

Gender Equality Strategy of The Ministry of Defence of Georgia (in Georgian) can be found at: <http://mod.gov.ge/assets/up-modul/uploads/pdf/gender/genderuli-Tanasworobis-strategia.pdf>

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3.3.6 Contacts

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3.4 MOLDOVA: Temporary Special Measures for women in politics

Category	Gender dimension legislation and regulation
Name of organisation	UN Women (Lead Agency), UNDP (Implementing Agency), East European Foundation, Center Partnership for Development (NGO) - Collaborating Agencies
Period of implementation	2014 – 2016
Funding	Government of Sweden, Swedish International Development Cooperation Agency (SIDA)
Key priorities and aims	Empowering women in politics
Specific target groups	Women's associations, women election candidates, political parties, members of parliament, central and local public administrations, NGOs.

3.4.1 Analysis

Gender equality in political representation is a matter of justice and is fundamental for participation and representative governance. Although women and girls constitute more than half of Moldova's population, they are under-represented in the bodies that make key decisions affecting their lives. Even when they gain representation, their influence may be limited by the centralization of party control upon male-dominated party leadership, gendered norms and procedures in political institutions. The objective of the project is thus to provide an enabling environment to increase representation and participation of women in politics to ensure gender equality in politics.

The Moldovan project is aimed to the adoption of Temporary Special Measures (TSM) for women in politics. To this end, civil society groups are supported, through small grants, in their campaigning for political conditions that are conducive to legal and policy reforms. In their turn, these reforms will open the way to the adoption of TSM for more inclusive electoral and political processes. The project undertakes activities such as: advocacy trainings; requesting annual public hearings in Parliament; organising debates with political parties, independent experts, academia, NGOs and ordinary citizens; developing position papers and submitting them to relevant authorities and actors; organising press conferences and flash mobs; targeting political parties, members of parliament, the cabinet of ministers and other actors.

The project contributed to the increase of the representation of women in decision-making positions at local level. In the 2015 local elections women obtained 20.6 per cent of mayor mandates compared to 18.3 per cent in 2011, 30 per cent of the seats in local councils compared to 28.7 per cent in 2011 and 18.6 per cent of the district councils seats compared to 19.6 in 2011.

For the first time in the history of Moldova, two Roma women were elected as local councillors, in the village of Chetrosu and in the town of Riscani, and seven Roma women registered as candidates for political parties and as independent in the local elections.

The project also helped the capacity building of women candidates in local elections: one thousand women candidates received training or individual coaching before the local elections. Almost one hundred of them were elected, eight as mayors and ninety as local councillors. Seventy six Roma women from eight Roma communities were individually coached on the benefits and ways to run for local office. Training was also given, which is currently under assessment.

An extensive advocacy programme was launched for the adoption of a TSM legislative package. Key decision-makers were targeted, high-level meetings with members of parliament were held, position papers and declarations were sent to the UN Human Rights Committee, the Government and Parliament. Civil society organisations were united to work on joint advocacy activities and gender equality platforms were established. The UN *HeForShe Campaign*, which promotes male champions, was initiated including an extensive use of media, with twelve TV spots and four press conferences. Finally, legal amendments in the area of sexist advertising were prepared and discussed, to fill in the legislative gaps.

The project also worked with media and the artistic community to cancel gender stereotypes on women in leadership. Thirty media outlets were engaged in self-monitoring processes over a period of eight months. A monitoring guide was developed, and a Monitoring Board was established to assess the reports. During the first phase of the monitoring period, a 4 per cent improvement was measured in the perception of women in the media by journalists and editors. More than two hundred success stories of women leaders from different walks of life were featured in different media. The project team coached the journalists on how to edit the articles, an efficient method that allowed journalists to learn by doing. The first Moldovan national photo contest called *Equality through Lenses* was also organized for amateurs and professional photographers.

The project supports the increased participation of women in politics and in the decision-making process by creating an environment conducive to their meaningful participation and capacity development of women before, during and after the elections at the central and local levels. It also promotes increased public awareness of women's contribution to political leadership. To achieve its goals, the project works with political parties, civil society organizations (NGOs), mass-media and communities to foster participatory nomination of women candidates, including marginalised groups.

Through a re-granting scheme to NGOs, the project succeeded in reaching out to women at local levels, electing women from different political parties and putting them together in different round tables to discuss the problems of the community such as child and elderly care, strategic community development, social and environmental problems to be considered by the local councils or upper level.

A Gender Equality Platform – consisting of 19 prominent NGOs and individuals advocating for gender equality – was formalized and is acting as an active and unified voice of civil society advocating for gender equality in front of decision-makers. Several National Forums aiming to promote women leadership and women's equal participation and representation have been convened: Women in Business Forum; National Forum of Women Mayors; National Forum of Women Lawyers; National Forum of Women with Disabilities; National Forum of Women from Ethnic Groups. At all Forums, Resolutions were adopted and handed over to relevant decision makers and governmental institutions.

The mentoring programs and the promotion of women's image and Stories of Successful Women are efficient instruments for removing stereotypes and serve as encouragements for many women to start a political or a business carrier. The mentoring is successful because the mentorship relationship is

based on agreement and a clear action plan. Mentors and mentees see their programmes as a mutually rewarding process which enables them to expand their political networks, share experience, gain fresh ideas and get to know different political approaches.

Thirty media outlets engaged in self-monitoring process of their coverage from a gender equality perspective and this has already generated some improvement in the way women are portrayed in media and perceived by journalists and editors, helping raise gender equality concerns in public debates. Over 200 success stories of women leaders from different walks of life have been featured in different types of media, campaign or initiative that mobilised public concern on gender values and gender inequalities in different spheres of the life and helps to overcome traditional stereotypes of gender roles and particularly stereotypes related to gender roles in political sphere.

3.4.2 Evaluation

This example represents a major effort to involve a large number of women in local and national politics and many relevant stakeholders and decision-makers to positively influence public opinion towards women in politics. It is interesting to note that the example covers a whole political process and includes many societal aspects that can influence it.

Women are trained and coached to become candidates, when they are elected an advocacy programme is launched via civil society organisations so that Special Temporary Measures will be promulgated to ensure that both gender will be represented in parliament and in local governments. Women continue to be supported by mentoring programmes and by a network of political clubs where they are encouraged to express their positions and take actions. Many stakeholders, including political parties and the media are solicited to modify their approach to women. Finally, gender stereotypes are addressed by promoting successful women stories.

3.4.3 Observations and recommendations

It is hoped that the importance of the programme will allow for women to remain in politics and for society to change to a more open approach towards political women even after the conclusion of the programme.

3.4.4 Meaningfulness and transferability of the example

For this example to be transferred, large resources are required and a high level of involvement from different stakeholders and in different environments: parliament, local and national governments, political parties, civil society, media and the arts.

3.4.5 Sources and links

http://www.md.undp.org/content/moldova/en/home/operations/projects/democratic_governance/women-in-politics-in-moldova.html

[http://www.unwomen.org/en/search-
results?keywords=moldova&topic=2926712bc0f0495f8a9bbd9e8cb7b2af](http://www.unwomen.org/en/search-results?keywords=moldova&topic=2926712bc0f0495f8a9bbd9e8cb7b2af)

3.4.6 Contacts

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3.5 UKRAINE: Increasing women's participation in local governance

Category	Gender dimension legislation and regulation
Name of the organization	Association of Ukrainian Cities (AUC), Federation of Canadian Municipalities (FCM)
Period of implementation	January 2010 – December 2014
Funding	Government of Canada
Key priorities and aims	Ensuring equal participation of women and men in decision-making and access to resources
Specific target groups	Representatives of local administrations, city councils

3.5.1 Analysis

Overcoming gender inequality is an important task at all levels of governance and in particular at local level. Being closer to the community, local government authorities are better suited to involve women and men into governance. Accommodating the interests and needs of each gender is of vital importance to making informed decisions, distributing resources equitably and ensuring equal access to local economic development and services.

Statistics show that female representation on boards in local government authorities in Ukraine remains rather low. Notably, there are only 24 female mayors out of 456 cities' mayors, who are members of the Association of Ukrainian Cities (AUC) as of 2014. The proportions of women among members of oblast councils, rayon councils and city councils are 17 per cent, 23 per cent and 28 per cent respectively.

The Association of Ukrainian Cities is the authorized representative, towards the Parliament, the Cabinet of Ministers and other central executive bodies, for local communities. It has been a partner in the Municipal Local Economic Development Project (MLED Project) to increase women's participation in local governance and economic development implemented together with by the Federation of Canadian Municipalities (FCM). In the framework of MLED Project, AUC built capacity to promote a dialogue, awareness-raising and training activities with the officials of local state authorities, deputies of city councils on the implementation of best practices in gender equality.

In 2013 the Strategy for Ensuring Equal Rights and Opportunities for Women and Men was adopted and became part of the AUC Development Strategy. It aims to develop an enabling environment for equal participation of women and men in decision-making at the local level and for their equal access to managing and making use of the MLED Project resources and services.

As part of the AUC's Strategy, the Committee for Ensuring Equal Rights and Opportunities for Women and Men, composed of city mayors, deputies, heads of city and village councils was created to facilitate the integration of gender equality in the operations of local government authorities. The Committee sets goals, produces actions plans and schedules events on gender initiatives.

To improve female representation in the executive positions within the Association of Ukrainian Cities and on local government authority boards, the Committee introduced in the AUC's Charter a gender-

based quota of 5 per cent for representation on the AUC's Board. Following such changes, women elected to the AUC Board at the first election reached 10 per cent in 2012 and remained at that level until the election of January 2016. In new elections 5 per cent of women were elected to the AUC Board.

Possibly because of the women participating in its Board, the AUC then recommended local governments to develop gender equality, to sign the European Charter for Equality of Women and Men in Local Life and to train specialists on gender budgeting throughout Ukraine.

AUC within MLED Project contributed to awareness-raising on gender equality and women leadership at local level, in particular:

- More than sixteen hundred members of the AUC staff and city officials, civil society, business and NGO representatives were trained or received advice and support on gender equality issues during the course of five conferences, twelve roundtables and sixty workshops.
- About twenty-five women mayors and secretaries of councils were trained on political leadership.
- Three National Local Government Forums on Promoting Rights and Opportunities for Women and Men were held which were attended by three hundred mayors, governors, secretaries of councils, employees of city executive committees and deputies.
- Two trainings were organized for the AUC high-ranking employees and executive directors of regional offices.

3.5.2 Evaluation

The present programme provides an interesting example of how a mandatory gender quota in a national local authority association can impact gender parity in local governance.

It provides practical tools for the development of women's leadership by funding initiatives at local level.

It challenges negative stereotypes among local government officials by awareness raising activities.

By providing similar recommendations to local governmental authorities the association reinforced a uniform gender strategy at local level.

3.5.3 Observations and recommendations

A five per cent quota is too low to allow for an effective representation of women and of their interests and to influence decisions in favour of women's particular needs. Some resistance was met at local level when implementing the gender equality recommendations developed by the Association. The funding is modest and does not provide for a large scope of action. Capacity building and awareness-raising within the Association need to become a regular practice in order to respond to changes in staff and deputies.

3.5.4 Meaningfulness and transferability of the example

To have a real and lasting impact the Association should have a women's representation at its board at a par with men and should have sufficient financial means and resources to develop its gender equality agenda.

3.5.5 Sources

"Increasing Women's Participation in Local Governance among the Priorities of the Association of Ukrainian Cities", article from "Local Governance and Regional Development in Ukraine", No. 1(5), January-March 2014 <http://www.mled.org.ua/eng/information/latest-news/999-article-gender-auc-april2014>

"Ukraine Municipal Local Economic Development Project Progress 2010-2014", publication, p.9-11 http://www.mled.org.ua/images/stories/files/mled_progress_2010-14_eng.pdf

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3.5.6 Contacts

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