



# Strategic Plan 2016 -2021

## Inter-American Commission of Women



Organization of American States | More rights for more people





# Strategic Plan 2016-2021

of the Inter-American Commission of Women  
(CIM)

Washington, DC  
May 2016

The **Organization of American States (OAS)** brings together the nations of the Western hemisphere to promote democracy, strengthen human rights, foster peace, security and cooperation and advance common interests. The origins of the Organization date back to 1890 when nations of the region formed the Pan American Union to forge closer hemispheric relations. This union later evolved into the OAS and in 1948, 21 nations signed its governing charter. Since then, the OAS has expanded to include the nations of the English-speaking Caribbean and Canada, and today all of the independent nations of North, Central and South America and the Caribbean make up its 35 member states.

The **Inter-American Commission of Women (CIM)** is the main hemispheric policy forum for the promotion of women's rights and gender equality. Created in 1928 - in recognition of the importance of women's social inclusion to democratic strengthening and human development in the Americas – CIM was the first inter-governmental organization established to promote women's human rights and gender equality.

*Strategic Plan 2016-2021 of the Inter-American Commission of Women*

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# ÍNDICE

1.	Introduction .....	1
2.	Normative framework and operational context.....	3
3.	Planning for the future: The CIM Strategic Plan 2016-2021 .....	8
3.1.	Promoting gender equality and eliminating discrimination .....	8
3.1.1.	Institutionalizing a gender dimension in the work of the OAS and its Member States .....	8
3.1.2.	Strengthening capacity for comprehensive monitoring of the exercise of women's rights .....	9
3.1.3.	Promoting women's substantive political citizenship for democracy and governability .....	10
3.1.4.	Women's economic citizenship for integral development .....	13
3.1.5.	A gendered approach to citizen security .....	15
3.2.	Preventing and punishing gender-based violence .....	17
3.3.	Operational continuity and strengthening of the Inter-American Commission of Women .....	18
4.	Strategies for execution .....	19
5.	Delivering results: The CIM Strategic Plan 2011-2016 .....	22



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de la Mujer y  
Poblaciones Vulnerables



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ORGANIZACION DE LOS ESTADOS AMERICANOS  
ORGANIZATION OF THE AMERICAN STATES



LG

# Preface

In recent years, the Inter-American Commission of Women has successfully positioned itself as a hemispheric point of reference for advancing equality and eliminating discrimination and violence against women. Its assistance to and collaboration with the National Machineries and other key stakeholders in the region has allowed it to enrich and consolidate its impact at the national and inter-American levels in the promotion of public policies for gender equality in the Americas.

This Strategic Plan 2016-2021 sets forth the strategic objectives of the CIM for the next five years and includes programmatic areas and planned activities for the upcoming period across two thematic axes that are derived from the founding mandates of the Commission: 1) Promoting gender equality and eliminating discrimination; and 2) Preventing and punishing gender-based violence.

Within these thematic axes, a series of thematic priorities are established, including; i) Institutionalizing a gender dimension in the work of the OAS and its Member States; ii) Strengthening capacity for comprehensive monitoring of the exercise of women's rights; iii) Promoting women's substantive political citizenship for democracy and governability; iv) Women's economic citizenship for integral development; and v) A gendered approach to citizen security. The activities and expected results of this Plan are complemented and strengthened by the execution of the Strategic Plan 2014-2017 of the Follow-Up Mechanism to the Belém do Pará Convention (MESECVI).

The design of the CIM Strategic Plan 2016-2021 coincides with an important moment for the region in which the protection and promotion of human rights and the struggle for social inclusion are paramount. The OAS of the 21st century has committed to securing "More rights for more people." This Plan was developed from a rights-based approach that considers the intersection between gender identity and expression, class, ethnicity, age, geographic location, sexual orientation and disability as key factors that condition and shape the possibilities and opportunities for women in the economic, social, political and cultural spheres.

The CIM will focus its efforts on eliminating the inequalities and discrimination that threaten the full exercise of women's rights. The implementation of this Strategic Plan will require us to strengthen our alliances and build new ties to work jointly with a view to maximizing not only the effectiveness of our actions, but also the limited resources available to us. The success and impact of this Plan will depend to a great extent on the availability of funds. More stable and predictable funding over the long term will contribute to increasing the impact of our work and achieving sustainable results over time.

Through this Plan, the CIM commits to continuing to strengthen the gender equality perspective in all of the work of the OAS and to deploy efforts to build full citizenship for women, from a perspective of human rights and with a view to achieving parity, a planet 50-50 at all levels.

Marcela Huaita Alegre  
President of the Inter-American Commission of Women 2016-2019  
Minister for Women and Vulnerable Populations of Peru





# 1. Introducción

The Inter-American Commission of Women (CIM) of the Organization of American States (OAS) was established during the Sixth International Conference of American States (Havana, 1928) to prepare “juridical information and data of any other kind which may be deemed advisable to enable the Seventh International Conference of American States to take up the consideration of the civil and political equality of women in the continent.”<sup>1</sup>

The Ninth International Conference of American States (Bogotá, 1948) approved the first Statute of the Commission, which consolidated its structure and authorized the Secretary General of the OAS to establish the Secretariat of the CIM. In 1953, the Commission signed an agreement with the OAS under which it was recognized as a permanent inter-American specialized organization with technical autonomy in the pursuit of its objectives.

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Since its creation in 1928, the  
CIM has played a leading role in  
securing the citizenship rights of  
women in the Americas.

The Inter-American Commission of Women is composed of the following three organs:

- i. The Assembly of Delegates is made up of 34 Delegates, one for each OAS Member State, who is generally the Minister for Women or highest-level government authority responsible for gender equality and women’s rights issues. The Assembly of Delegates is the highest authority of the CIM and as such approves its Plans and Programs of Work;
- ii. The Executive Committee, which is elected by the Assembly of Delegates for three-year periods, and is composed of representatives from nine Member States, including the President, three Vice-Presidents and five Members. The Committee oversees the regular operations of the Commission and periodically evaluates the implementation of its Plans and Programs of Work; and
- iii. The Executive Secretariat, which performs the Commission’s administrative, technical, and executive functions and is located in Washington, D.C. The Executive Secretariat of the CIM also acts as the Technical Secretariat of the Follow-up Mechanism to the Belém do Pará Convention (MESECVI).

Since its creation in 1928, the CIM has played a leading role in securing the citizenship rights of women in the Americas. As the first and only hemispheric forum on women's rights and gender equality, its role in promoting and supporting the development of international legal standards and public policies on citizenship and equality is evidenced in the adoption of inter-American human rights and public policy instruments, in particular the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (Belém do Pará Convention, 1994)<sup>2</sup> and the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality (IAP, 2000)<sup>3</sup>.

### 1.1. Functions of the Inter-American Commission of Women

In accordance with the Statute of the Inter-American Commission of women,<sup>4</sup> the main functions of the CIM are:

- To support Member States in their compliance with their respective international and inter-American commitments on women's human rights and gender equality;
- To support the efforts of Member States to promote full and equal access and participation of women in the civil, political, economic, social, and cultural spheres;
- To promote the leadership of women in the planning and implementation of public policies and programs;
- To advise the OAS in all matters related to women's rights and gender equality;
- To collaborate with Member States, other international organizations, civil society groups, academia and the private sector in support of women's rights and gender equality in the hemisphere;
- To report to the General Assembly on the work of the CIM, including relevant aspects of the status of women in the hemisphere, and to elevate recommendations to the Member States in relation to the above;
- To contribute to the development of jurisprudence on women's human rights and gender equity and equality;
- To foster the formulation and adoption of Inter-American instruments for the recognition of women as rights holders and agents of democracy;
- To promote the adoption of measures to eliminate all forms of discrimination against women

2 Belém do Pará Convention: <http://www.oas.org/en/mesecvi/convention.asp>

3 OAS General Assembly Resolution AG/RES.1732 (XXX-O/00): [http://www.oas.org/en/CIM/docs/PIA\[EN\].pdf](http://www.oas.org/en/CIM/docs/PIA[EN].pdf)

4 Statute of the CIM: <http://www.oas.org/en/CIM/docs/CIMStatute-2012-EN.doc>

## 2. Normative Framework and Operational Context

### 2.1. Normative Framework

The Strategic Plan 2016-2021 was developed and will be implemented, conceptually and methodologically, from a rights-based and gender equality approach. This approach aims to restore the specificity of the human rights of women in the broader framework enabled by the international and inter-American Conventions, which are the normative reference to support the harmonization of national legislation in the area of women's rights. This approach also considers the inter-relation between gender, class, ethnicity, age, geographic location, sexual orientation and disability as central factors that condition and form people's possibilities and opportunities in the economic, social, political, and cultural arenas.

The implementation of a rights-based and gender equality approach entails an analysis of the specific problems to be addressed within the prevailing hemispheric context from the dimension of gender inequalities. Accordingly, eliminating existing gender inequalities and ensuring the exercise of rights determine the definition of goals and expected results and the identification of effective strategies and indicators for monitoring and evaluation. The operationalization of the rights perspective signifies considering those rights in planning and programming processes, and in the design of policies, strategies and programs.

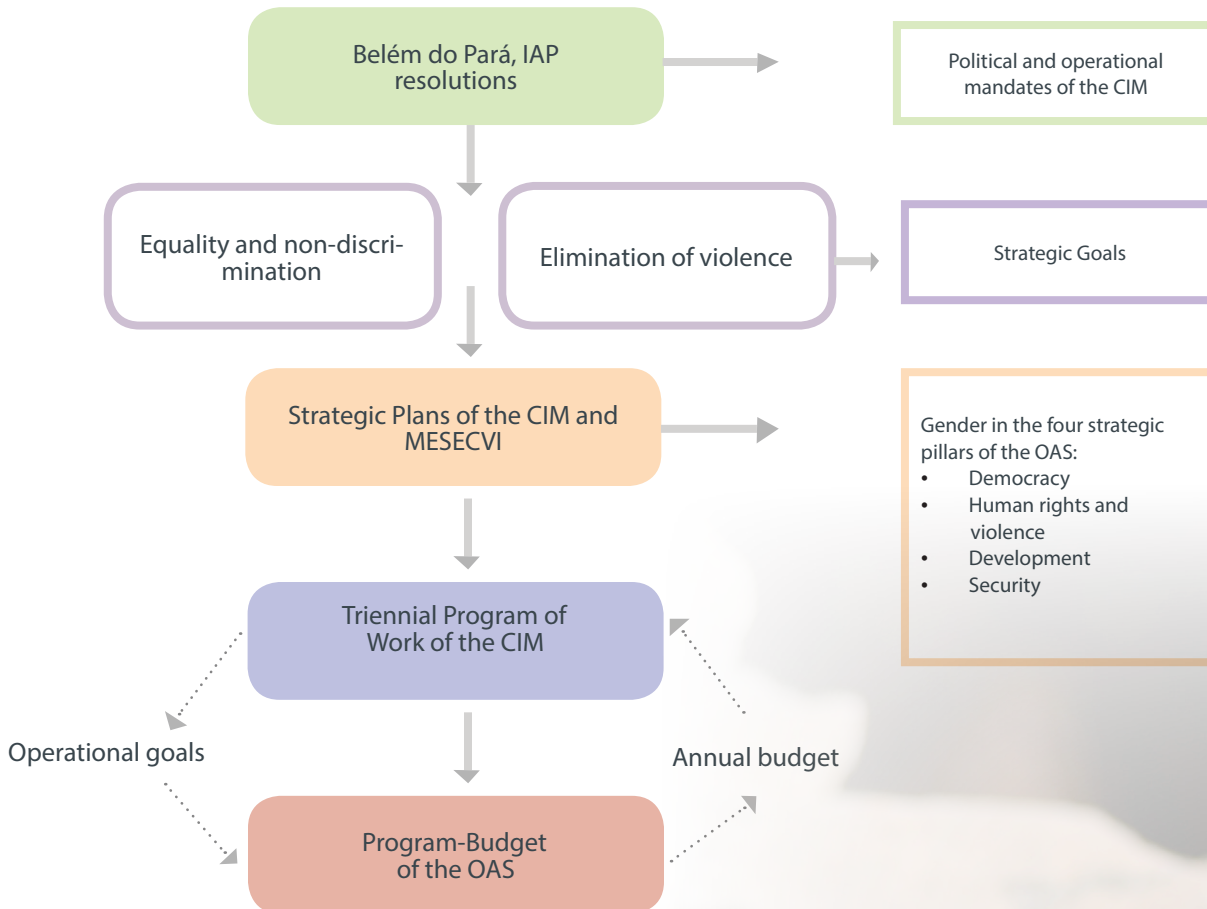
A strong international and inter-American legal framework has been established to guarantee and protect the human rights of women and to punish discrimination and violence based on gender. Within this framework it is worth highlighting the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979) and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, known as the Convention of Belém do Pará (1994). These two conventions establish the unlawfulness of any type of discrimination (explicit or implicit) against women that serves as an obstacle for the realization of their rights and the right of women to live free of violence.



Photo: Oxfam en Perú @ Flickr

**Figure 1**

Normative and operational framework for the work of the CIM



In addition to these two Conventions, a multitude of commitments made by the Member States of the OAS to ensuring the guarantees and protection of women's rights in conditions of equality with men are contemplated in various different documents, in the case of the Americas most importantly the *Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality* (IAP, 2000).

With a view to advancing firm commitments to guarantee the exercise of women's rights under conditions of equality, the IAP considers that the effective achievement of gender equality requires "...a series of gender equity measures must be taken to offset the historical and social disadvantages that prevent women's equal enjoyment of the benefits of development and equal participation in public and private decision-making and in power structures.

Gender equity is, thus, a path that leads to gender equality”.<sup>5</sup>

These two overarching mandates of the CIM – the Belém do Pará Convention and the IAP – provide the normative framework for the development and implementation of the CIM Strategic Plan (see Figure 1), as well as the justification for the objectives and activities contemplated therein.

## 2.2. Operational Context

In addition to providing a roadmap for the work of the CIM over the next five years, the Strategic Plan 2016-2020 also attempts to situate the Commission and its work within the larger context of ongoing hemispheric debates about the Organization of American States (OAS), its relevance, strategic direction and financial situation.

The ongoing debates on the Strategic Vision of the OAS have focused on the need to:

- On the one hand, identify additional sources of funding that will allow the Organization to continue operating with the staff and resources it needs to fulfill its current mandates; and
- On the other hand, to streamline the work of the OAS in order to maximize its existing comparative advantages and trim away some of the activities that have contributed to an over-dispersal of limited resources and, in some cases, duplication of efforts.

These two objectives are of absolute relevance to the Inter-American Commission of Women and provide the guiding framework for this Strategic Plan, which seeks to prioritize and carry forward the advances made in the implementation of the Strategic Plan 2011-2016 in order to make the best use of limited resources, and to identify specific issues for targeted fundraising activities.

For several years there has been consensus among the Member States about the need to strengthen the CIM and strengthen its central role as a hemispheric policy forum for women’s rights and gender equality, expressed in several resolutions of the OAS General Assembly and the CIM Assembly of Delegates, requesting an increase in financial resources and in its technical capacity. This reality also highlighted the need for results-based management and for a high-level technical team with capacity and experience, able to support the public policies and strategies of the region. During the 40th ordinary period of sessions of the OAS General Assembly, in resolution AG/RES.2560 (XL-O/10) the Member

States reiterated the request to the Secretary General to “support the Inter-American Commission of Women (CIM), in its role as a specialized organization of the Organization of American States (OAS) with adequate human and financial resources to strengthen its ability to carry out its growing mandates, in particular those recognized as priorities by the member states.”

An analysis of the current position of the CIM (see Figure 2) points to both strengths that can be built upon and weaknesses that need to be addressed, in order to bolster the ability of the Commission both to take advantage of future opportunities and effectively identify and manage current and future threats.

**Figure 2**  
SWOT Analysis 2016: Inter-American Commission of Women

		HELPFUL to achieving the objective	HARMFUL to achieving the objective
INTERNAL ORIGIN (attributes of the Organization)	<b>STRENGTHS</b>	<ul style="list-style-type: none"> <li>• CIM is the only hemispheric policy forum for women's rights and gender equality</li> <li>• Substantive progress in specific areas (gender-based violence, gender justice, women and democracy, drugs and incarceration, human rights and HIV)</li> <li>• Executive Secretariat team – committed and capable experts on the region and the issue</li> <li>• Political commitment of the Principal Delegates (President) and the Member States</li> <li>• Alliances/Coordination with other entities (governmental, international, civil society, academic, etc.)</li> <li>• Hemispheric perspective (experience and capacity to foster dialogue)</li> <li>• Focus on the identification and dissemination of good practices</li> </ul>	<ul style="list-style-type: none"> <li>• OAS financial crisis – very limited resources to maintain existing programs, no resources to grow them or establish new areas of work</li> <li>• OAS human resources crisis – loss of trained personnel, precariousness/vulnerability of some personnel (consultants)</li> <li>• Consultants that are engaged in permanent staff functions and inability to give them the positions they deserve</li> <li>• Lack of concrete commitment (cash or in-kind) from the Member States (with some exceptions)</li> <li>• Gap between the political will of OAS leaders and the human and financial resources situation of the CIM</li> <li>• Competition with other organizations for limited resources</li> <li>• Duplication of efforts with other organizations working on women's rights/gender equality issues</li> <li>• The work of the CIM is not visible as part of the work of the OAS</li> </ul>
	<b>EXTERNAL ORIGIN (attributes of the environment)</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
	<ul style="list-style-type: none"> <li>• Member States recognize the situation of the CIM and issue calls to strengthen it</li> <li>• Strategic planning leads to maximizing resources and opportunities</li> <li>• Additional funds (regular and/or specific) allow for the continuity of existing programs and personnel and the hiring of new personnel</li> <li>• A revitalized OAS obtains more donor funds</li> <li>• Alliances with other organizations allow for sharing of work and costs, and reduces duplication of efforts</li> <li>• Increasing commitment to women's rights and gender equality issues creates additional spaces for the CIM to work with Member States</li> </ul>	<ul style="list-style-type: none"> <li>• OAS financial situation leads to the closure of programs and reduction of the areas of work of the CIM, and the loss of human resources</li> <li>• The political commitment of OAS leadership is not concretized as financial or human resources support</li> <li>• Duplication of efforts with other entities (of the OAS and externally) leads to a loss of comparative advantage for the CIM</li> <li>• Lack of support for communication activities means the work of the CIM is not made visible as part of the work of the OAS</li> <li>• “Backlash” against women's rights and gender equality issues means less space for the CIM to work with Member States</li> </ul>	



### 3. Planning for the future: The CIM Strategic Plan 2016-2020

#### 3.1. Promoting gender equality and eliminating discrimination

##### 3.1.1. Institutionalizing a gender dimension in the work of the OAS and its Member States

Expected outputs	Indicators	Baseline Data	Targets
<b>Final Objective</b>			
1. Gender and human rights concerns are a central component of the policy and programmatic work of the OAS and its Member States			
<b>Immediate Objectives</b>			
1. Capacity of OAS Member States developed/strengthened to effectively integrate gender and human rights concerns into their policy and programme work			
2. The OAS institutionalizes a gender equality and human rights approach in its internal and external operations			
<b>Outputs</b>			
<b>Immediate Objective 1</b>			
Capacity of OAS Member States developed/strengthened to effectively integrate gender and human rights concerns into their policy and programme work			
a. Participatory Gender Assessment methodology for mainstreaming a gender perspective adapted to the needs of the National Machineries for the Advancement of Women	<ul style="list-style-type: none"> <li>PGA methodology adapted, translated and published as a training manual</li> </ul>	0	1
b. Methodological transfer carried out with National Machineries for the Advancement of Women in order for them to carry out and follow-up PGAs with sectoral ministries in their own countries	<ul style="list-style-type: none"> <li>Transfer activities carried out with NMAs</li> <li>#of men/women trained in PGA methodology</li> </ul>	1 15	5 At least 75 people trained
c. Monitoring and follow-up of project activities	<ul style="list-style-type: none"> <li>Good practices/lessons learned identified</li> <li>Document published with results from transfer activities organized</li> </ul>	0 0	5 1
<b>Immediate Objective 2</b>			
The OAS institutionalizes a gender equality and human rights approach in its internal and external operations			
a. Gender policy prepared, adopted and disseminated	<ul style="list-style-type: none"> <li>Policy adopted and published</li> <li>#of men/women aware of gender policy and its implications</li> </ul>	0 0	1 300



b. Participatory gender assessment conducted of the General Secretariat of the OAS	• Assessment conducted	0	1
	• Results analyzed and disseminated	0	1
	• Corresponding actions included in the Action Plan	0	1
c. Action Plan developed to guide the implementation of the Policy	• Action Plan developed with corresponding budget	0	1
d. Capacity of OAS Personnel developed to effectively integrate gender and human rights concerns into their policy and programme work	• Personnel trained in gender analysis, planning and budgeting techniques	TBD	300

### 3. 1. 2. Strengthening capacity for integrated monitoring of the exercise of women's rights

Expected outputs	Indicators	Baseline Data	Targets
<b>Final Objectives</b>			
1. Analysis conducted and information disseminated on gaps in the exercise of women's human rights			
2. Monitoring of women's human rights improved from a vision of diversity and inter-culturalism			
<b>Immediate Objectives</b>			
1. Countries adopt a system of indicators to guide planning, budgeting and reporting on compliance with women's human rights instruments			
<b>Outputs</b>			
<b>Immediate Objective 1</b>			
Countries that do not have a system of indicators adopt or adapt the Integrated System of Indicators of Women's Human Rights (SISDEHM), once it has been made known, to guide planning, budgeting and reporting on compliance with women's human rights instruments			
a. Workshops conducted in remaining OAS Member States (27) on the use of the SISDEHM in national-level planning, budgeting and reporting processes	• Workshops organized (#of male/female participants)	0	At least 300 people trained
	• Number of countries incorporating elements of the SISDEHM into national-level planning, budgeting and reporting processes	0	At least 2 countries begin using the SISDEHM (or specific modules)
b. Virtual course developed on the SISDEHM and how to use it	• Virtual course online in Spanish and English	0	2
	• Number of participants per year (M/W) in the course	0	100

### 3.1.3. Promoting women's substantive political citizenship for democracy and governability

Expected outputs	Indicators	Baseline Data	Targets
<b>Final Objective</b>			
1. The full exercise of women's political citizenship and parity in political representation supported as essential conditions for governance and a citizens' democracy in the countries of the Americas, within the framework of agreed international and inter-American commitments on women's human rights.			
<b>Immediate Objectives</b>			
1. Increased comprehension of leaders of major political parties and electoral bodies of the impacts of gender inequalities in the political sphere, women's political rights and gender parity, including the application of existing quota laws or other laws/measures, in selected countries of the Americas			
2. Institutional capacity of political (parliaments and political parties) and electoral authorities built in OAS member states to mitigate political violence and harassment against women			
3. Increased understanding of the quality and impact of training for women in political parties and strengthened institutional capacity to provide effective training to empowering women in electoral contests			
<b>Outputs</b>			
<b>Immediate Objective 1</b>			
Increased comprehension of leaders of major political parties and electoral bodies of the impacts of gender inequalities in the political sphere, women's political rights and gender parity, including the application of existing quota laws or other laws/measures, in selected countries of the Americas			
a. Banking on Parity II: Case studies carried out and published	<ul style="list-style-type: none"> <li>Study published and policy briefs in appropriate formats distributed</li> </ul>	3 countries	2 additional countries
b. Good practices in gender parity compiled and analyzed	<ul style="list-style-type: none"> <li>Number of good practices identified/analyzed</li> </ul>	0	At least 10 good practices identified/ analyzed
	<ul style="list-style-type: none"> <li>Good practices organized and presented online</li> </ul>	0	
c. Toolkit on Gender Parity in Political Representation: Guidelines and Good Practices developed in Spanish and English (adapted to the English-speaking Caribbean) and disseminated	<ul style="list-style-type: none"> <li>Handbook published and distributed</li> </ul>	0	Toolkit sent to at least two political parties/ electoral bodies in each country
	<ul style="list-style-type: none"> <li>Handbook used in political party and other activities</li> </ul>	0	
d. Sub-regional workshops organized on the basis of the Toolkit	<ul style="list-style-type: none"> <li>Workshops organized (#of male/female participants)</li> </ul>	0	At least 300 people trained
	<ul style="list-style-type: none"> <li>Increased awareness of importance of gender parity and existing legal and policy tools</li> </ul>	0	

Expected outputs	Indicators	Baseline Data	Targets
<b>Immediate Objective 2</b> Institutional capacity of political (parliaments and political parties) and electoral authorities built in OAS member states to mitigate political violence and harassment against women			
a. Handbook of policy guidelines for preventing, punishing, and eradicating political violence and harassment against women prepared, published in Spanish and English (adapted to the English-speaking Caribbean), and disseminated	<ul style="list-style-type: none"> <li>• Handbook published and distributed</li> <li>• Handbook used in political party and other activities</li> </ul>	0  0	Handbook sent to at least two political parties in each country
b. Guide for electoral institutions to effectively respond to political violence and harassment against women in the framework of their functions, prepared, published in Spanish and English (adapted to the English-speaking Caribbean), and disseminated	<ul style="list-style-type: none"> <li>• Guide published and distributed</li> <li>• Guide used in activities related to electoral organization and management</li> </ul>	0 0	Guide sent to electoral institution of each country
c. Public policy recommendations for States from the Committee of Experts of the MESECVI on political violence and harassment prepared, published in Spanish and English, and disseminated	<ul style="list-style-type: none"> <li>• Recommendations adopted and disseminated</li> <li>• Number of recommendations acted upon and/or implemented by the States</li> </ul>	0 0	Series of recommendations adopted  At least one recommendation implemented per country
d. Model protocol for political parties on political violence and harassment against women prepared, published in Spanish and English (adapted to the English-speaking Caribbean), and disseminated	<ul style="list-style-type: none"> <li>• Protocol published and distributed</li> <li>• Protocol used in political party and other activities</li> </ul>	0 0	Protocol sent to at least two political parties in each country
e. Political and electoral authorities trained in the instruments produced by the project through sub-regional workshops (CARICOM, Central America, Andean Region, Southern Cone)	<ul style="list-style-type: none"> <li>• Workshops organized (#of male/female participants)</li> <li>• Increased awareness of political violence and harassment</li> </ul>	0 0	At least 300 people trained

Expected outputs	Indicators	Baseline Data	Targets
<b>Immediate Objective 3</b> Increased understanding of the quality and impact of training for women in political parties and strengthened institutional capacity to provide effective training to empowering women in electoral contests			
a. Guide for strengthening political leadership of women within political parties through training activities	<ul style="list-style-type: none"> <li>Guide published and distributed</li> <li>Guide used in the formulation of the training programs for women by political parties</li> </ul>	0 0	Guide sent to at least 2 political parties (women's secretariats) in each country
b. Personnel of the Women Secretariats at political parties trained through sub-regional workshops	<ul style="list-style-type: none"> <li>Workshops organized</li> <li>Increased awareness for a better formulation of the training programs to empowering women</li> </ul>	0 0	At least 200 people trained



### 3.1.4. Women's Economic Citizenship for Integral Development

Expected outputs	Indicators	Baseline Data	Targets
<b>Final Objective</b>			
1. A hemispheric agenda for women's economic rights established on the basis of existing gaps			
<b>Immediate Objectives</b>			
1. Monitoring of the exercise of women's economic rights carried out			
2. Labor and competitiveness policies imbued with a gender and rights perspective have been promoted and strengthened in selected countries in the Americas and in the framework of the Inter-American Conference of Ministers of Labor (IACML)			
3. Tools provided to States to Foster co-responsibility between women, men, the State and the private sector for social reproduction, including care			
4. Policies have been promoted in selected countries in the Americas to provide comprehensive support and social protection from a gender and rights perspective to women engaged in economic activities in the informal sector			
<b>Expected outputs</b>			
<b>Immediate Objective 1</b>			
Monitoring of the exercise of women's economic rights carried out			
a. Using the matrix of indicators of women's economic rights, compile information on the state of exercise of these rights	<ul style="list-style-type: none"> <li>Matrix translated and disseminated</li> <li>Information compiled from OAS Member States and other sources</li> </ul>	0 0	1 TBD
b. Prepare a hemispheric report on the exercise of women's economic rights, including concrete policy and programming recommendations to fill the gaps identified	<ul style="list-style-type: none"> <li>Report prepared and published</li> </ul>	0	1
<b>Immediate Objective 2</b>			
Labor and competitiveness policies imbued with a gender and rights perspective have been promoted and strengthened in selected countries in the Americas and in the framework of the Inter-American Conference of Ministers of Labor (IACML)			
a. Establish a community of practice and apprenticeship on policies and strategies that make it possible to expedite the reduction of gender inequalities and to generate new decent work opportunities for women	<ul style="list-style-type: none"> <li>Community of practice established</li> <li>Good practices exchanged</li> <li>Mentorships conducted</li> </ul>	0 0 0	1 TBD TBD

Expected outputs	Indicators	Baseline Data	Targets
b. Participatory Gender Assessments carried out in selected Ministries of Labour and Action Plans developed for institutionalization of a gender equality and rights approach	<ul style="list-style-type: none"> <li>Assessments conducted</li> <li>Action plans developed</li> </ul>	<p>3</p> <p>3</p>	<p>12</p> <p>12</p>
<b>Immediate Objective 3</b>			
Tools provided to States to Foster co-responsibility between women, men, the State and the private sector for social reproduction, including care			
b. Identify, systematize and disseminate good practices on public and private policies and programs to strengthen the care infrastructure highlight unremunerated domestic work through economic estimates of its value and support work/life balance for men and women	<ul style="list-style-type: none"> <li>Good practices identified and disseminated</li> </ul>	0	TBD
b. Develop model laws, policies and other tools on strengthening the care infrastructure and supporting work/life balance for men and women	<ul style="list-style-type: none"> <li>Model laws and other tools developed</li> </ul>	0	TBD
<b>Immediate Objective 4</b>			
Policies have been promoted in selected countries in the Americas to provide comprehensive support and social protection from a gender and rights perspective to women engaged in economic activities in the informal sector			
a. Conduct a mapping of social protection policies and services currently available to women employed in the information economy	<ul style="list-style-type: none"> <li>Mapping conducted and gaps identified</li> </ul>	0	1
b. Identify laws, policies and other good practices and disseminate them	<ul style="list-style-type: none"> <li>Good practices identified</li> </ul>	0	TBD
c. Where gaps exist, develop model laws and other tools	<ul style="list-style-type: none"> <li>Tools developed and disseminated</li> </ul>	0	TBD

### 3.1.5. A gendered approach to citizen security

Expected outputs	Indicators	Baseline Data	Targets
<b>Final Objective</b>			
1. The hemispheric security agenda incorporates a gender dimension and the particular situation of women			
<b>Immediate Objectives</b>			
1. Tools and information provided to strengthen guarantee and protection of the human rights of women affected by incarceration			
2. Agenda formulated on citizen security with a rights-based and gender-equality approach that takes into account the perspectives and experiences of women			
3. Support provided for women's participation at all levels of the security sector, especially in policy formulation and decision-making processes with respect to security			
<b>Outputs</b>			
<b>Immediate Objective 1</b>			
Tools and information provided to strengthen guarantee and protection of the human rights of women affected by incarceration.			
a. Study conducted on human rights and the impact(s) of incarceration on women (including incarcerated women and those left in charge of the families of incarcerated people)	<ul style="list-style-type: none"> <li>Study published and disseminated</li> <li>Public policy guidelines prepared and disseminated</li> </ul>	0 0	1 10
b. Study conducted on impact of crime and gangs on women's citizen security in the Caribbean	<ul style="list-style-type: none"> <li>Study published and disseminated</li> <li>Public policy guidelines prepared and disseminated</li> </ul>	0 0	1 10
c. Four pilot national workshops held on women, drug policy and incarceration	<ul style="list-style-type: none"> <li>Workshops organized (#of male/female participants)</li> <li>Change in laws/policies on drugs and incarceration that benefit human rights</li> </ul>	0 TBD	4 TBD
<b>Immediate Objective 2</b>			
Agenda formulated on citizen security with a rights-based and gender-equality approach that takes into account the perspectives and experiences of women			
a. Prepare position paper on citizen security from a rights and gender equality perspective to guide public policy debate	<ul style="list-style-type: none"> <li>Paper developed and disseminated</li> <li>Communications with Commission on Hemispheric Security and MISPA</li> </ul>	0 0	1 TBD

Expected outputs	Indicators	Baseline data	Targets
b. Develop model laws, policies and other tools to address gaps identified in citizen security and gender issues	• Tools developed and disseminated	0 0	1
c. OAS Strategy to address trafficking in persons developed from a gender and human rights perspective	• Meetings held internally and with Member States to analyze institutional approach	0	TBD
<b>Immediate Objective 3</b>			
Support provided for women's participation at all levels of the security sector, especially in policy formulation and decision-making processes with respect to security			
a. Prepare briefing, sensitization, and/or training materials to reinforce the impact of women leaders in security matters (negotiation, communication, relations with the media, political dialogue, etc.)	• Briefing material developed and disseminated	0	TBD
b. Develop codes of conduct, gender policies and other tools to address gaps and challenges faced by women in the security sector	• Tools developed and disseminated	0	TBD





### 3.2. Preventing and punishing gender-based violence\*

Expected outputs	Indicators	Baseline Data	Targets
<b>Final Objective</b>			
1. The full implementation of the Belém do Pará Convention is supported			
<b>Immediate objectives</b>			
1. The MESECVI functions to effectively promote and monitor implementation of the Belém do Pará Convention, in accordance with its Strategic Plan 20014-2017			
<b>Outputs</b>			
<b>Immediate Objective 1</b>			
The MESECVI functions to effectively promote and monitor implementation of the Belém do Pará Convention, in accordance with its Strategic Plan 20014-2017 (see attached)			
a. Strengthening of the Solidarity Fund of the MESECVI (regular funds) and support of the OAS member states and the General Secretariat for finding qualified human resources for the Mechanism's Technical Secretariat	<ul style="list-style-type: none"> <li>Voluntary contributions to the MESECVI increase</li> </ul>	0 0	1 TBD
b. Carry out activities and initiatives to ensure the visibility and positioning of the work of the MESECVI, as well as the continuous dissemination of information and promotion of its activities	<ul style="list-style-type: none"> <li>MESECVI network increases in size</li> </ul>	TBD	TBD
c. Organize hemispheric, regional, and national forums to debate, evaluate, and line up strategies for combating violence against women and ensuring their access to justice in the region, with a view to strengthening assessment of the impact of existing initiatives and identifying and disseminating best practices and lessons learned	<ul style="list-style-type: none"> <li>Forums organized</li> <li>Good practices identified and disseminated</li> </ul>	0 19	1 per year 60

\*The First Special Conference of the States Party to the Belém do Pará Convention adopts the Strategic Plan 2014-2017 of the Follow-Up Mechanism to the Belém do Pará Convention (MESECVI) in October, 2015. The Plan contemplates the activities for such period and it is available at <http://www.oas.org/en/mesecvi/docs/CEEP1-Doc4-EN.doc>

### 3.3. Operational continuity and strengthening of the Inter-American Commission of Women

Expected outputs	Indicators	Baseline Data	Targets
<b>Final Objective</b>			
1. Operational continuity of the CIM through its Executive Secretariat has been assured			
<b>Immediate Objectives</b>			
1. Project/program proposals prepared for securing additional regular and specific funds			
2. Coordination strengthened between the CIM and stakeholders in member states, civil society, the academic sector, the international community, and the private sector through cooperation agreements			
<b>Outputs</b>			
<b>Immediate Objective 1</b>			
Project/program proposals prepared for securing additional regular and specific funds			
Expected outputs	Indicators	Baseline data	Targets
a. In each thematic area, prepare program and project proposals for distribution to the Executive Committee and, subsequently, to specific donors, in collaboration with the relevant OAS Secretariat and other international, governmental, and civil society partners	<ul style="list-style-type: none"> <li>Project proposals developed and potential donors identified</li> <li>CIM regular budget increases</li> <li>CIM specific funds increase</li> </ul>	<p>TBD</p> <p>US\$237.000</p> <p>US\$25.000</p>	<p>TBD</p> <p>\$500.000</p> <p>\$5 millions</p>
<b>Immediate Objective 2</b>			
Coordination strengthened between the CIM and stakeholders in member states, civil society, the academic sector, the international community, and the private sector through cooperation agreements			
a. Activate the "Strategy to Strengthen Coordination between the CIM and Civil Society" CIM/CD/doc.6/13 rev.3) in forums and meetings regarded as priorities for the CIM through specific cooperation agreements and joint actions	<ul style="list-style-type: none"> <li>Cooperation agreements established with key civil society partners</li> </ul>	0	TBD
b. Encourage civil society organizations to register with the OAS in order to be able to participate in forums coordinated by the Organization and in CIM priority meetings	<ul style="list-style-type: none"> <li>Participation of civil society organizations at CIM events</li> </ul>	0	TBD

## 4. Strategies for Execution

### 4.1. Fundraising

In view of the financial and human resources situation of the CIM, discussed earlier, an indispensable prerequisite to the effective implementation of this Strategic Plan is fundraising. In this regard, each element of the Plan will be adapted as a project document with a budget and discussed with potential donors, within the framework of the OAS' overall fundraising efforts. The implementation of these specific projects will be carried out as a function of the interests of both OAS Member States and donors.

### 4.2. Research

Research is essential to the effective orientation and implementation of the CIM's work – both to identify existing and emerging gaps in the exercise of women's human rights that may require CIMs attention, and to ensure that planned activities and policy/program recommendations are evidence-based. The research conducted will include diagnostic studies, situation analyses, consultations, and the establishment of strategic alliances both within and outside the OAS, all with a view to maximizing the effectiveness of program implementation. Research will also identify the countries that are in the midst of introducing reforms and/or institutional strengthening that may impact women's rights and gender equality.

### 4.3. Policy dialogue and advocacy

Policy dialogue will focus on both the validation of the results from research activities with a diverse and representative audience (government, civil society, academia, etc.), and the identification of concrete public policy measures that will contribute to closing gaps in the exercise of women's rights. Policy dialogue and advocacy will be conducted through in-person conferences, periodic virtual debates and the establishment of permanent online communities of interested stakeholders.

### 4.4. Education and Capacity-Development

On the basis of the research conducted, the results of policy dialogue and advocacy processes, and CIM's existing virtual courses on different topics, capacity-development activities will be conducted with specific relevant stakeholders in order to ensure that sufficient capacity exists among those responsible for closing the gaps in the full exercise of women's rights and the achievement of gender equality.

#### 4.5. Coordination and alliances

CIM will work in constant coordination and articulation with a number of partners that are conducting similar and complementary work on the same issues. In particular, through the implementation of its programmes and projects, CIM seeks to strengthen its alliances with: i) other relevant Secretariats, Departments or other organs of the OAS, in particular the Inter-American Commission of Human Rights and the Secretariat for Access to Rights and Equity; ii) other international organizations active in the area of advancing women's rights and combating gender-based violence in the region, in particular UN Women and ECLAC; iii) relevant government ministries or offices, in particular the National Machineries for the Advancement of Women; iv) women's organizations and networks active in the region; and v) relevant academic and research centres.

#### 4.6. Communication

The ongoing exchange of information and experiences, with a specific focus on the identification and dissemination of good practices, will be a key strategy for ensuring that CIM's work is visible and incorporates the broadest and most diverse possible range of stakeholders. In addition to coordinating with the OAS' existing Press Department and other communication initiatives, particular emphasis will be placed on the use of social media and other Web-based tools as cost-effective ways of increasing the audience of the CIM and strengthening its dialogue with relevant stakeholders.

#### 4.7. Monitoring and Evaluation

CIM will be responsible for monitoring and evaluating the implementation of this Strategic Plan, with a specific focus on medium and longer-term outcomes, as opposed to immediate results or products.

During the first four months of the programme, a monitoring and evaluation plan will be developed based on the preceding performance measurement frameworks. The implementation of the Plan will include annual reviews, which will in turn feature internal activities within the OAS and those conducted in the Member States.

As a five-year Plan, a mid-term evaluation will be conducted at the end of the third year, in conjunction with the key actors involved in the Plan's execution. The mid-term evaluation will examine the following specific aspects of implementation: i) the progress made towards achieving the expected outputs and outcomes, and the problems and limitations encountered; ii) the efficacy of



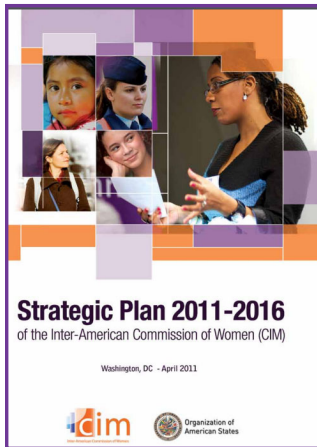
the execution strategy and whether corrections are needed; and iii) the lessons learned from execution of the program as of the time of the evaluation.

In order to maintain a focus on impacts as well as results, one year after the formal conclusion of the Plan period, an independent (external) evaluation will be carried out of its execution, including work both at the CIM headquarters in Washington, DC, and field work with its partners in selected countries. Emphasis will be placed on the potential for long-term impact and sustainability of the project, with a view to encouraging ownership by the Member States of the project's products and results.



## 5. Delivering results: The CIM Strategic Plan 2011-2016

The binding legal instruments and policy commitments on women’s human rights and gender equality that OAS Member States have adopted over the last few decades, have been fundamental to the recognition of women as subjects of human rights and active agents of democracy and development. The CIM links these commitments undertaken at the international level with effective public policies at the national level in order to support the full exercise of women’s civil, political, economic, social and cultural rights.



Bearing in mind the challenges of achieving full citizenship for women and women’s rights and the

need to concretize the general-level commitments undertaken in the above-mentioned instruments, in 2011 the Assembly of Delegates of the CIM adopted the *Strategic Plan of the CIM 2011-2016*, with a view to:

- Positioning the CIM as the hemisphere’s political forum and benchmark for forging full citizenship for women, from a human rights perspective;
- Coordinating and harmonizing the actions of the CIM with those of the OAS; and
- Institutionalizing the rights and gender equality approach in the principal forums, programs, and institutional planning of the Organization.

The Plan was built around four program areas, in such a way as to align and coordinate actions undertaken by the CIM with the four strategic pillars of the OAS – democracy, human rights, development and security:

- i. Women’s substantive political citizenship for democracy and good governance;
- ii. Women’s human rights and gender violence;
- iii. Women’s security and economic citizenship; and
- iv. Citizen security from a gender perspective.

In addition, the Plan addressed what the CIM regards as a fifth “pillar” and as one of its principal mandates: institutionalizing the rights and gender equality approach in the work of the OAS.

Conceptually and methodologically, the Strategic Plan was guided by a rights and gender equality perspective that restores awareness of the specific nature of women's human rights in the broader framework established by international and inter-American legal and political agreements. It is those agreements that establish a benchmark for harmonizing domestic legislation on women's rights. This approach also has a core focus on the interrelationships between gender, class, ethnic origin, age, geographic local, sexual orientation, physical and mental capacity, and other factors that condition and shape people's possibilities and opportunities in the economic, social, political, and cultural spheres.

Since 2011, the CIM has provided technical support at the legal, policy, and programming levels, managed specific regional projects, and used participatory knowledge management to ensure that policy and programming discussions and decisions are evidence-based.

### 5.1. Women's substantive political citizenship for democracy and governance

Over the past five years, the OAS has promoted consensus-building on the main challenges to strengthening democracy and governance in Latin America and the Caribbean through national dialogues and consultations, with a view to building a shared perspective on the type of democracy to which the region's citizens aspire, as well as forward thinking on the democratic system and new forms of political participation.

As part of this process, the CIM has strengthened its role as the main hemispheric policy forum for promoting women's full rights and citizenship in the Americas through the organization of a series of hemispheric forums on women's rights and citizenship in democratic systems (April 2011, July 2012, September 2013, October 2013, December 2014, February 2015, September 2015). The aim of these events, organized in collaboration with key partners such as UN Women, the International Institute for Democracy and Electoral Assistance (International IDEA) and the Network of Women Parliamentarians of the Americas of the Parliamentary Confederation of the Americas (COPA), is to identify the policy and institutional reforms needed to guarantee the full exercise of women's political rights and eliminate violence and harassment of women in the political sphere.

These hemispheric dialogues have brought together a broad and diverse selection of women working in the areas of democracy, policy, and women's rights in the region, including ministers, members of parliament, ambassadors, local government officials, human rights organizations, women's organizations and networks, activists, academics, and intergovernmental organizations.

In this context, the CIM has focused on the analysis of the exercise of women's political rights in the hemisphere, with particular emphasis on the issue of parity. In the face of persistent political exclusion of women and the slow pace of change, in recent years States have recognized the urgency of moving forward and are beginning to re-think democracy from the perspective of parity, as both a general democratic principle, and a comprehensive strategy that aims to resolve the current deficits of representative democracies. The work of the CIM has focused on two important areas:

- Moving beyond quota laws and advancing towards parity between women and men in all the institutions of the State and all spaces in public and political life; and
- Addressing the elimination of political violence and harassment as a fundamental component of the full exercise of women's political rights.

The CIM, in collaboration with UN Women and International IDEA, published two studies:

- *Women's citizenship the democracies of the Americas* (2013) <sup>7</sup>, which presents a critical reflection on democracy from diverse perspectives, visions, concerns and proposals and contributes to the analysis of democratic systems beyond the dimension of representation and institutions, addressing other spheres of life that are not included in the classical notion of citizenship – including gender, inter-culturalism, pluri-ethnicity, sexual and reproductive citizenship and global citizenship, among others; and
- *Banking on parity: Democratizing the political system in Latin America (Ecuador, Bolivia and Costa Rica)* <sup>8</sup>, which documents and analyzes, from a critical and systematic perspective, the processes that led to the adoption of parity, identifying the relevant factors and stakeholders that influenced these processes and evaluating their implementation





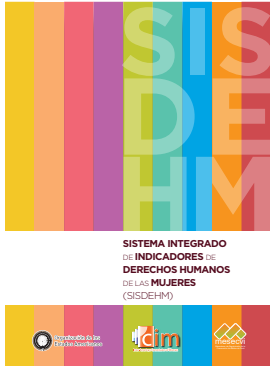
## 5.2. Women's human rights and gender-based violence

### 5.2.1. Strengthening capacity for integrated monitoring of the exercise of women's rights

The countries of the Americas have gradually adapted their national laws and policies to embrace the international and inter-American legal framework on women's rights. According to the OECD, within the developing world, this region has made the most progress in formally recognizing the rights of women. For many women however, the laws in place at the international and national levels remain unknown or inaccessible. A number of obstacles persist to women's full realization of their rights as human beings; from women's ability to access education, employment with equal pay and benefits, and health and other social services, to women's ability to negotiate sexual relations and reproduction, protect themselves from violence, including in their own homes, and make their voices heard in political and economic decision-making.

Over the past few decades of efforts to effectively measure change and demonstrate concrete results, a number of challenges have been identified. This is particularly true in the context of efforts to measure the real exercise of women's rights. We have laws and policies in place, but what impact have they had on the day-to-day realities of women? What are the obstacles to the real implementation of these laws and policies? What other factors come into play in supporting or preventing the implementation of public policies for women's rights and gender equality?

The importance of effective monitoring of the exercise of women's rights cannot be overstated – it is the crucial last step that takes us from mere lip service to women's rights and gender equality to ensuring that these become a lived reality for women. It is essential to ensuring accountability – not just of governments but also of international organizations, donors, NGOs, and societies in general – for women's rights, beyond the ratification of international conventions or “gender mainstreaming” efforts at the level of policies, institutions and practices. The need for a system of monitoring and evaluation has been recognized and calls have repeatedly been issued for greater attention to this issue, primarily from the women's movement in the region.



In 2015, CIM developed an “Integrated System of Women’s Human Rights Indicators” (SISDEHM) that will provide users with two concrete benefits:

- First, it facilitates an accurate diagnostic of the status of women’s rights in a given country, in the context of the international and inter-American agreements ratified by that country; and
- Second, it allows for the identification of persistent barriers to the effective exercise of women’s rights, ideally pointing to specific legislative, policy or programmatic solutions to these barriers.

This SISDEHM includes indicators for monitoring the full exercise of women’s rights in seven areas: economic rights; the right to work and social security; education, health, sexual rights, reproductive rights and political rights. The indicators, which seek to provide a tool that can be used as is or adapted to the national context, were validated in selected countries through a series of six national workshops with more than 225 public sector authorities, and six dialogues with key parliamentarians on the challenges they face in terms of legislating and budgeting for the full implementation of agreed international commitments on women’s human rights and gender equality, as well as monitoring progress in these areas.

### 5.2.2. Promoting, evaluating and supporting the full implementation of the Belém do Pará Convention

For the first time, the Belém do Pará Convention established mechanisms for the protection and defense of women’s rights in the struggle to eliminate violence against their physical, sexual and psychological integrity, in both the public and private spheres.

The effective implementation of the Convention requires a continuous and independent evaluation process, which in 2004 led to the creation of the Follow-up Mechanism to the Belém do Pará Convention (MESECVI).

MESECVI was established as a means to follow up on the commitments adopted by the States Party to the Belém do Pará Convention and facilitate technical cooperation among them, as well as with other OAS member states and permanent observers. It serves as a systematic and permanent multilateral evaluation methodology that is based on exchange and technical cooperation between the States Party to the Convention and a Committee of Experts.

This mechanism analyzes progress in the implementation of the Convention, as well as persistent challenges to an effective State response to violence against women.

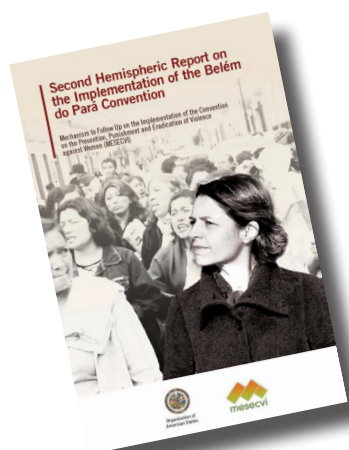
In accordance with the MESECVI Strategic Plan 2014-2017, the Mechanisms' main areas of work are:

- Strengthening the technical capacities of the National Machineries for the Advancement of Women and other relevant national sectors, particularly justice, education, health, public security, economy, authorities responsible for migrant women, authorities responsible for combating poverty, and civil society, among others respuesta intersectorial a la violencia contra las mujeres;
- Providing an inter-sectoral response to violence against women;
- Raising social awareness of these problems, and promoting the Belém do Pará Convention;
- Strengthening the MESECVI.

Since 2011, the MESECVI has published the *Second Hemispheric Report on the Implementation of the Belém do Pará Convention* (2012)<sup>9</sup> and the *Second Follow-Up Report on the Recommendations of the Committee of Experts* (2014)<sup>10</sup>, which provide an overview of progress and challenges in protecting and guaranteeing women's right to live free from violence.

In May 2013, MESECVI adopted the first *System of progress indicators for measuring the implementation of the Belém do Pará Convention*<sup>11</sup>, which seeks to go beyond the mere reporting of activities undertaken by the States Party and look at women's ability to exercise their right to a life free of violence. The indicators are grouped into the six main focus areas of the Convention – legislation, national plans, specialized services, access to justice, information and statistics, and budgets – and seek to provide a more holistic and in-depth evaluation of the implementation of the Convention, as well as identify promising practices.

MESECVI organized a series of national-level workshops in selected countries in order to strengthen their capacity in the use of this System of Indicators, which have brought together representatives from the National Machineries for the Advancement of Women, other government sectors such as justice, health, education, planning and budgeting and national statistics institutes, international organizations and civil society groups.



9 Available at: <http://www.oas.org/en/mese cvi/docs/MESECVI-SegundoInformeHemisferico-EN.pdf>

10 Available at: <http://www.oas.org/en/mese cvi/docs/MESECVI-SegundoInformeSeguimiento-EN.pdf>

11 Available at: <http://www.oas.org/en/mese cvi/indicators.asp>

These workshops have featured two concrete tools:

- The *Guide to the Application of the Belém do Pará Convention*<sup>12</sup>, which looks at existing international and inter-American jurisprudence on women’s rights and violence against women in an effort to facilitate the application of the Convention in national-level judicial processes; and
- The *Guide to Using the System of Progress Indicators for Measuring the Implementation of the Belém do Pará Convention*<sup>13</sup>, which was developed for use during the national-level workshop and seeks to serve as a practical tool for integrating the system of indicators in national-level data-gathering, planning and budgeting processes and preparing country reports to MESECVI.

In September 2014, the MESECVI’s Committee of Experts adopted the “Declaration on Violence against Women, Girls and Adolescents and their Sexual and Reproductive Rights”<sup>14</sup>, which seeks to guarantee and protect women’s human rights on the basis of commitments adopted by the States at the international level.

In March 2013, a round-table discussion was organized on the gap between women’s rights in the law and in practice, with a view to highlighting the fact that the international and national legal framework on women’s rights is not yet a reality for the majority of women of the hemisphere. In continuation of this line of work, in September 2013 the CIM organized an international meeting on “Women’s human rights: Good practices in gender justice,” which identified 17 good practices in gender justice and the response to violence against women, including experiences from such diverse sectors as the police, the attorney general’s office, supreme courts, the executive branch, civil society and the international community.

This initiative has spurred two new areas of work for MESECVI:

- First, the identification and dissemination of good practices in the promotion of gender justice and the implementation of the Belém do Pará Convention. From May 14<sup>th</sup> to 16<sup>th</sup> 2014, with the support of the Government of the State of Hidalgo, Mexico, the CIM held the First Belém do Pará +20 Hemispheric Forum “Good practices in the prevention of violence.” The aim of the Forum was to highlight the issue of prevention as a priority for an effective and sustainable response to violence against



12 Available at <http://www.oas.org/en/mesecvi/docs/BdP-GuiaAplicacion-Web-EN.pdf>

13 Available at [http://www.oas.org/en/mesecvi/docs/Manual\\_Indicadores\\_ENG.pdf](http://www.oas.org/en/mesecvi/docs/Manual_Indicadores_ENG.pdf)

14 Available at <http://www.oas.org/en/mesecvi/docs/DeclaracionDerechos-EN.pdf>

women, yet one in which we have made little progress due to a lack of attention, systematized knowledge and evaluation of existing efforts. The Forum considered 13 good practices in the area of violence prevention that touched on such diverse issues as legislation and public policy, education and communication. The Forum also adopted the Pachuca Declaration, which reaffirms and strengthens State commitment to concrete public policy, education and communication initiatives to achieve gender equality and prevent violence. These and other practices form the basis of a virtual platform of good practices in the implementation of the Belém do Pará Convention (<http://www.BelemdoPara.org>), whose aim is to facilitate concrete tools to those responsible for protecting women's right to live free of violence. As it systematizes the work carried out to-date, the platform also serves as a permanent space for technical support and exchange of information and experiences, including good practices.

- Second, strengthening the capacity of justice officials from a perspective of human rights and gender equality. In this area, the CIM has worked with the Supreme Courts of Argentina and Mexico, the Office of the United Nations' High Commissioner for Human Rights (OHCHR) and the Latin American Council on Social Sciences (CLACSO) in order to develop and launch a Diploma program on "Justice, Gender and Violence"<sup>15</sup>. Oriented towards judges, prosecutors, public defenders and forensic specialists, as well as other interested professionals, the Diploma program aims to provide the basic knowledge and analytical and practical tools necessary to the effective protection of women's human rights, on the basis of constitutional, regional and international obligations acquired by the States. The first edition of the Diploma program was launched on September 8th 2014 with support from the Supreme Court of Justice of Mexico and the Governments of Lichtenstein, Kazakhstan and Monaco and will continue until June 2016 with the participation of 40 representatives from the justice sectors in Argentina, El Salvador and Mexico.

### 5.2.3. Evaluating National Initiatives to Produce Comparative Data on Violence against Women for the OECS States

With the support of the Governments of Chile, Trinidad and Tobago; and Suriname, this project mapped the main national strategies of the six countries of the Organization of Eastern Caribbean States (OECS) - Antigua & Barbuda, Dominica, Grenada, Saint Lucia, St. Kitts & Nevis, and St. Vincent & the Grenadines - as part of a comparative study on the sub-region to analyze violence against women (VAW). This sub-regional assessment enables OECS policy-makers to better identify and address gaps in their response to violence against women at both the national and sub-regional levels, in accordance with their acquired commitments under the Belém do Pará Convention. This strategic resource to address violence against women highlights the need for more and better data and developing proper tools for standardized data collection across the sub-region.

The final phase of the project prepared the findings, validated through two national focus groups and a sub-regional workshop, for publication, which helped to publicize the results and provide feedback for developing a follow-up proposal to respond to some of the knowledge and capacity gaps identified in the report.

### 5.2.4. The human rights of women living with HIV in the Americas

Pursuant to the “Declaration of San Salvador,” adopted by the CIM in November 2007<sup>16</sup>, the OAS strengthened its work on the issue of HIV through:

- Adoption by the OAS General Assembly of resolution AG/RES. 2802 (XLIII-O/13) “Promotion and Protection of Human Rights of People Vulnerable to, Living With, or Affected by HIV/AIDS in the Americas,” which seeks to foster action in various areas; and
- The signing of a collaboration agreement between the OAS and UNAIDS in January 2014 in order to strengthen the guarantee and protection of the human rights of people vulnerable to, living with, or affected by HIV/AIDS in the Americas.

Similarly, the CIM pursued two lines of work:

- i) It looked at the intersections between HIV and violence against women in the Caribbean and Central America, including the following concrete results:



- An analysis of the legal and regulatory framework governing HIV/AIDS in four countries of Central America (El Salvador, Guatemala, Honduras and Panama), with a view to identifying obstacles faced by women living with or affected by HIV in the full exercise of their rights;
- Pilot work, including research and focus groups on the development of integrated models of care for HIV and violence against women in Barbados, Dominica, Grenada and Guyana;
- Organization, by CIM and Development Connections, of an online capacity-building course for looking at the intersections between HIV and VAW;
- Development and publication of integrated models of care in Guatemala and Panama; and
- Development of a series of ethical considerations for working with women affected by HIV and VAW.

ii) It looked at the human rights of women living with HIV, including:



The development, in coordination with the LAC offices of UNAIDS and Development Connections, of the *Manual para fortalecer el ejercicio de los derechos humanos de las mujeres que viven con el VIH en América Latina*<sup>17</sup> [Manual to strengthen the exercise of the human rights of women living with HIV in the Latin America]. This manual is based on initiatives at the international, regional and national levels, which over the last decade have formed the basis for advancing national-level responses from the perspective of gender equality and constitutes a tool to support the analysis of progress in different sectors on knowledge generation, advocacy and promotion of the human rights of women living with HIV; and



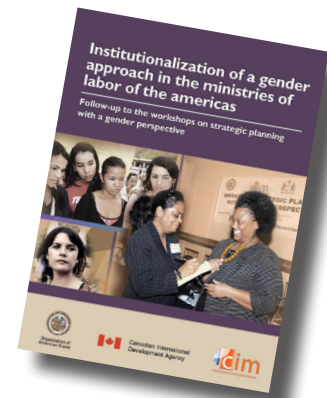
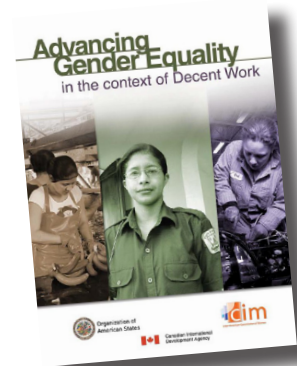
The preparation, in coordination with the LAC offices of UNAIDS, of a report on *The Human Rights of Women Living with HIV in the Americas*,<sup>18</sup> which served to inform discussions among OAS Member States and their allies on the challenges faced in the response to HIV and the actions needed to scale up and sustain integrated care, prevention, care-giving and support.

### 5.3. Women's security and economic citizenship

As part of its drive to advance gender equality in the context of decent work, the CIM has carried out a series of activities at the national and sub-regional levels:

- Personnel from labour and gender ministries in each sub-region have been trained to address specific needs identified in the study on Institutionalization of a Gender Approach in the Ministries of Labor of the Americas;
- The development, in coordination with the International Labour Organization (ILO) and the Inter-American Conference of Ministers of Labour (IACML), of the hemispheric study *Advancing Gender Equality in the context of Decent Work*, which enriched the discussions of the mentioned high-level policy dialogue <sup>19</sup>, que enriqueció las deliberaciones en el diálogo sobre políticas de alto nivel ;
- The preparation, in coordination with the ILO and IACML, of the *Training Guide on Participatory Strategic Planning with a Gender Perspective*, which was validated in four sub-regional workshops with participation of Ministries of Women and Labour <sup>20</sup>;
- The preparation of the publication *Institutionalization of a Gender Approach in the Ministries of Labour of the Americas: Follow-up to the workshops on Strategic Planning with a Gender Perspective* <sup>21</sup>;
- A high-level policy dialogue between Ministers of Labour and National Machineries for the Advancement of Women (Ministries of Women or their equivalent) has consolidated gender equality and women's rights on the agenda of the IACML and provided a space for the exchange of experiences, recommendations, and perspectives of both government sectors, workers, and employers on achieving greater equality between men and women in the world of work; and
- Follow-up to these efforts through a series of participatory gender audits at the Ministries of Labour of Barbados, El Salvador and Peru, with a view to supporting their efforts to mainstream a gender perspective in the operations, policies and programs.

As part of its efforts to contribute to women's economic citizenship, the CIM jointly with the OAS Department of International Law has been promoting



<sup>19</sup> Available at: [http://www.oas.org/en/CIM/docs/AvanceGeneroTrabajoDecente-EN\[Final-Web\].pdf](http://www.oas.org/en/CIM/docs/AvanceGeneroTrabajoDecente-EN[Final-Web].pdf)

<sup>20</sup> Available at: [http://www.oas.org/es/CIM/docs/Labour-Guide\[SP\].doc](http://www.oas.org/es/CIM/docs/Labour-Guide[SP].doc)

<sup>21</sup> Available at: <http://www.oas.org/en/CIM/docs/SeguimientoTalleres-GéneroTrabajoDecente-EN.pdf>



the adoption of the principles of a Model Inter-American Law on Secured Transactions and its Model Registry Regulation, in particular on issues of financial inclusion. In this context, the CIM, along with national and international experts, advised Member States during international seminars on secured transactions in El Salvador, Peru and Jamaica. Partners in these efforts includes the United Nations Commission on International Trade Law (UNCITL), the International Finance Corporation (IFC) and the Institute for the Unification of Private Law (UNIDROIT).

Over the last three years, the CIM has strengthen its collaboration with high level meetings in the Americas, including Inter-American Commissions and ministerial level meetings of various sectors of integral development, such as Labor, Social Development, Sustainable Development, ICTs, Ports, Competitiveness, and Science and Technology, among others, as well as with their respective technical secretariats at the OAS and key cooperation networks. The technical advice and assistance provided by the CIM through this process is reflected in terms of its incidence in the political and technical agenda of these bodies, as well as in the formulation and implementation of policies, programs and projects.

## 5.4. Citizen security from a gender perspective

### 5.4.1. Women, drug policy and incarceration

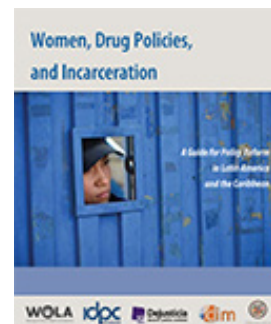
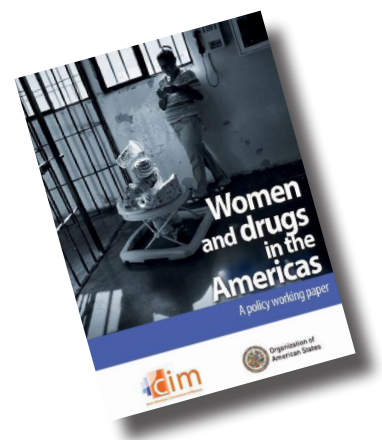
As part of its work to identify and understand women's involvement in the commercialization of illicit substances, the CIM has prioritized systematizing and sharing existing knowledge and identifying areas where research, public policy and specific programs are needed.

In June 2013, CIM organized a roundtable discussion on women and drugs in the Americas in the framework of the 43rd session of the General Assembly of the OAS, with the aim of raising awareness among OAS Delegates and other stakeholders. The event brought together representatives from government, academia, civil society and the international community.

As a follow-up to this event, the CIM carried out and published the study, *Women and drugs in the Americas: A policy working paper construcción*<sup>22</sup> as a tool to guide policy- and decision-makers in developing and implementing public policy on the issue of drugs. The paper was launched in March 2014 during a subsequent roundtable on Women, Drug Policy and Incarceration, which sought to draw attention to the human rights abuses involved in the arbitrary and excessive detention of women for drug-related crimes.

In collaboration with the Washington Office on Latin America, the International Drug Policy Consortium, DeJusticia and national-level stakeholders, and with the support of Open Society Foundations, CIM worked to raise awareness and build capacity among policy- and decision-makers in Costa Rica and Colombia, on a pilot basis, in order to encourage legislative and public policy reform on the basis of its existing findings on women's involvement in the commercialization of illicit drugs.

The main results of this work were the establishment of a Regional Working Group on women, drug policy and incarceration, publication of *Women, Drug Policies and Incarceration: A Guide for Policy Reform in Latin America and the Caribbean*<sup>23</sup> and the adaptation of this general guide to the national contexts



<sup>22</sup> Available at: <http://www.oas.org/en/cim/docs/WomenDrugsAmericas-EN.pdf>

<sup>23</sup> Available at: <http://www.oas.org/en/cim/womenanddrugs.asp>

of Costa Rica and Colombia.

### 5.5. Institutionalizing the rights and gender equality approach in the work of the OAS

Gender mainstreaming has been a facet of the work of development organizations since the adoption of the Declaration and Platform for Action of the Fourth World Conference on Women (Beijing, 1995). Twenty years later, progress on gender mainstreaming has been uneven, and is not well understood, largely as a result of lack of attention to issues such as accountability, reporting and consistent monitoring and evaluation.

The *institutionalization* of a gender equality and women's rights approach goes beyond these efforts and concentrates on building the capacity of institution to respond to the rights and demands of women in the Americas, both internally and externally.

Internally, in 2010 with the support of the Government of Canada, the CIM conducted a *Knowledge Baseline and Needs Assessment on Gender Mainstreaming at the OEA*<sup>24</sup>, which indicated that fifteen years of work on gender mainstreaming – within the framework of the *Inter-American Program on the Promotion of the Human Rights of Women and Gender Equity and Equality* (IAP, 2000) – have had some effect. The report indicated that there was a general level of awareness within the organization of the importance of gender equality and women's rights, and a growing body of institutional knowledge and expertise within specific issue areas. However, there was still significant confusion over the purpose of "gender mainstreaming," how it is to be done and who is responsible for it, with the result that efforts to take gender equality and women's rights into account remain sporadic, and largely dependent on the will of individual staff members.

A significant amount of work has been done over the last five years to try to fill some of the gaps identified in the knowledge baseline and needs assessment:

- Preparation of a basic awareness-raising/training workshop for OAS staff on gender and gender analysis. These workshops were conducted with a group of about 80 OAS staff between 2011 and 2012;
- Development of the *Handbook on mainstreaming gender equality into the OAS project cycle*<sup>25</sup>;

24 Available at: <http://www.oas.org/en/cim/docs/Gender-OASNeedsAssessment-2010.doc>

25 Available at [http://www.oas.org/en/cim/docs/Handbook\\_Gender\\_Mainstreaming\\_Project.pdf](http://www.oas.org/en/cim/docs/Handbook_Gender_Mainstreaming_Project.pdf).

- Participation in the OECS/CIDA Gender Equality Mainstreaming Symposium held in St. Lucia from May 23rd to 24th 2012, with a view to sharing experiences from other agencies to guide the OECS Secretariat in their own gender mainstreaming efforts. CIM presented on its gender mainstreaming initiatives from 2002-2011 within the framework of the IAP carried out at the OAS General Secretariat. It also outlined the quantitative and qualitative results accumulated from a series of efforts to mainstream gender at the OAS through the CIM/OAS Gender Analysis Training Program, the Ad hoc Institutional Forum on Gender Equality and lastly through the Gender Task Force created in 2009.
- Development of the online course “Gender Equality and Rights-based approach to Policies, Programs and Projects,” which began in 2013 and has completed 7 editions (in Spanish).<sup>26</sup> This course has trained over 600 professionals from the OAS Secretariat and from Member States;
- Establishment of the OAS Gender Community of Practice, a group of OAS staff and consultants that have taken the above-mentioned course, which allows for the continued exchange of ideas and experiences on how to strengthen gender mainstreaming in the OAS. The CoP meets in person and through virtual activities several times year;
- Development of the *OAS Institutional Gender Policy on Gender Equality and Equity, Diversity and Human Rights*, which was launched by the Secretary General on March 7th 2016, and a series of Elements for a Plan of Action on the implementation of the Policy, which will be supplemented throughout 2016 by the results of a Participatory Gender Audit;

Though difficult to quantify, one of the main results of the above-mentioned activities, as well as other factors such as an increase in pressure from donors and a gradual change in mentality among OAS staff, has been a significant increase in the demand for technical advice and support from the CIM in terms of mainstreaming a gender perspective into OAS activities. This is particularly noteworthy in the process of the Project Evaluation Committee, which now requires that all OAS projects contain a gender dimension, but can also be seen in other initiatives such as Ministerial meetings, forums, trainings, etc.

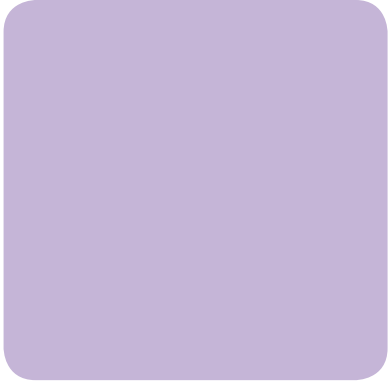
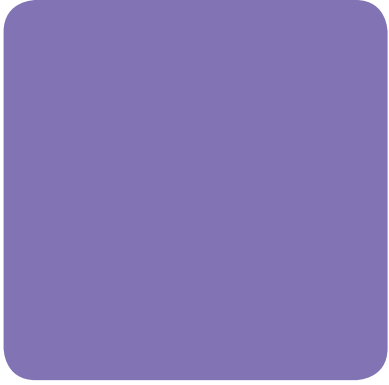
Externally, one of the key results of the work of the CIM on gender equality in decent work has been the development of a methodology to conduct Participatory Gender Assessments (PGA). A pilot project carried out in 2015/2016 allowed for the transfer of the PGA methodology to the National Mechanisms for the Advancement of Women in Guatemala, Paraguay and Uruguay – with PGAs being conducted initially in their respective Ministries of Social Development.

These PGA processes have resulted in Action Plans being developed to strengthen the institutionalization of gender equality and human rights issues through the Ministries. In the three participating countries, a total of 440 social development and gender professionals implemented the PGA methodology, with the support of 27 newly-trained colleagues. The highly interactive, participatory process produced a strong sense of ownership among the team and a solid action plan based on real circumstances and needs <sup>27</sup>.

More recently, within the CIM project *“Strengthening Capacity of National Machineries for the Advancement of Women in participating countries to advance gender mainstreaming”*, the PGA methodology has been adapted to the context and needs of the National Machineries for the Advancement of Women. The first methodological transfer of the PGA within this project took place in the Ministry of Women of Paraguay along with three other sectors. Currently, the Ministry of Women of Paraguay with the CIM technical assistance is in process of applying the PGA to the Technical Secretariat for Planning (TSP) of that country so the corresponding assessment and action plan for mainstreaming gender in the TSP is reached. This pilot was sponsored by the Principalities of Liechtenstein and Monaco. CIM is searching for additional resources to replicate this experience, already validated, in other National Machineries of Women in the Member States.







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