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# 2011-2016 Strategic Plan of the Inter-American Commission of Women (CIM)

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## 1. BACKGROUND

Since its creation, the Inter-American Commission of Women (CIM) has played a significant role in securing the citizenship rights of women in the Americas. Its leadership in promoting and developing international jurisprudence and public policies on citizenship and equality is evidenced in the adoption of Inter-American Conventions on the Nationality of Women, the Civil Rights of Women, and the Political Rights of Women, as well as the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, "Convention of Belém do Pará." These binding legal frameworks have been fundamental instruments for the recognition of women as subjects of human rights and active agents of democracy.

In June 2000, the OAS General Assembly adopted the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality (IAP).1 The approval of the IAP responded to the situation, context, and hemispheric priorities that grew out of the political, economic, and social conditions in the Americas at that time. In the last decade, the region and the world have seen drastic changes, the result of the global security crisis, limited governability in some countries, a profound financial crisis, and the increase in unemployment. The events of this decade call for contextualizing the new challenges that emerge from the dynamic, changing hemispheric and global landscape. Against this backdrop, in February 2010 the CIM Executive Committee considered it necessary to update the IAP and put it into operation with the support of a CIM Strategic Plan for the 2011-2016 period.

In the 40th regular period of sessions of the OAS General Assembly (Lima, 2010), the member states reaffirmed their commitment to implement the IAP. This program, which began in 2000, has helped to gradually mainstream the gender equality perspective into some areas of the OAS. However, as the evaluation report on the IAP indicates,2 the program has continued to have certain weaknesses in terms of effective planning, execution, monitoring, and evaluation, given the lack of operational goals, strategies, and management mechanisms and instruments that would allow for a follow-up of actions and efforts carried out within the OAS, as well as in the countries. Likewise, there have been significant deficiencies in the allocation of human and financial resources in the OAS budget.

In addition to the IAP, the CIM has been given other mandates that cover a wide range of issues and activities. Its mandates are handed down by: i) the Assembly of Delegates and Executive Committee of the CIM; ii) the Meetings of Ministers or of Highest-Ranking Authorities Responsible for the Advancement of Women in the Member States (REMIM); iii) the OAS General Assembly; iv) the Summits of the Americas; and v) other intergovernmental agreements, such as for example the Convention of Belém do Pará or the Inter-American Democratic Charter.

During the last biennium (2008-2010), the CIM received 25 specific mandates from its 34th Assembly of Delegates (November 2008), 45 specific mandates from its Executive Committee sessions that took place during the period in question, and 37 specific mandates from the OAS General Assembly.

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0 1 AG/RES.1732 (XXX-O/00)

1 2 CIM/doc.7/10

Pursuant to CIM mandates, and taking into account recent evaluations of the IAP and of the Mechanism to Follow Up on the Implementation of the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, "Convention of Belém do Pará" (MESECVI),3 as well as internal consultations with the various OAS Secretariats regarding institutional priorities, the primary strategies of the *2011-2016 Strategic Plan of the CIM* and its *Work Program for the 2011-2012 Biennium* 4 involve articulating and harmonizing the CIM's actions with those of the OAS and institutionalizing the focus on rights and gender equality in the Organization's principal forums, programs, and institutional planning.

Fulfillment of the mandates regarding the implementation of the IAP and the strengthening of the CIM will depend on an increase in internal coordination with all areas of the Organization and on participation in activities so as to appropriately include a focus on rights and gender equality.

The CIM Secretariat undertook a strategic planning effort geared toward, on the one hand, revitalizing the role of the CIM as the hemisphere's political forum on the rights of women and on gender equality, and on the other, laying the groundwork for a results-based management that will help strengthen the Commission's institutional capacity and effectiveness. The result of this process is its *2011-2016 Strategic Plan*.

The *2011-2016 Strategic Plan of the CIM* aims to make the IAP operational by adapting it to the challenges in order to advance toward securing the full citizenship and rights of women. This plan is structured along four programmatic areas to harmonize and articulate the CIM's actions with the four main pillars of the OAS, its programs, forums, and strategies:

- Full political citizenship of women for democracy and good governance.
- Security and economic citizenship of women.
- Human rights of women and gender-based violence.
- Multidimensional security from a gender perspective.

## 2. SITUATION OF INEQUALITY OF WOMEN IN THE AMERICAS

### 2.1 Women's Political Citizenship

The principal characteristics of the current situation of women's citizenship in the Americas include the following:

**Women's restricted political citizenship and underrepresentation**

2 3 CIM/CD/INF. 15/10
3 4 CIM/doc.11/10

An assessment of women's political citizenship in the hemisphere recognizes substantial progress over the last 60 years, in which women attained their civil and political rights, and secured the right to equality at the constitutional level. Laws have been approved that favor equality between women and men in almost every sphere. Women have increased their levels of schooling and their participation in the labor market, and they have greater access to productive resources and greater control over reproductive decisions, as well as increased economic autonomy. These advances in the position and citizenship of women bear no relation to their still-limited access to political decision-making positions in executive, legislative, and electoral bodies and in political parties. Women are underrepresented in political institutions, given the percentages they represent as citizens and voters, which translates into one of the most significant challenges to democracy-building and good governance. Despite important progress in the legal and constitutional arena, with the recognition of equality of rights and non-discrimination, the changes in everyday political life do not go nearly far enough to achieve equality in political representation and meet the demands in this area from the women's movement in the region. Women's long and difficult struggle for their citizenship, which goes back more than two centuries, shows that the Enlightenment-era vision of a democracy in which women are politically excluded persists to this day.

Women's access to positions of political representation is limited and subject to various factors of gender inequality that stand in the way of their reaching the executive and legislative branches. In Chambers of Deputies, women occupy an average of 15% of the seats, while they hold only 12% of Senate seats. According to the UPI (2009), the countries with the highest political representation of women in parliament are, first, Argentina, with 41.6%; Costa Rica, with 36.8%; and Ecuador, with 32.3% in the Chamber of Deputies, thanks to the implementation of the Quota Law (see Table 2 in the annex). In public administration, women represent on average just 15% of executive cabinet posts in government. At the level of local government, women hold fewer than 10% of leadership positions in mayor's offices, which means they continue to be underrepresented in the management and decision-making of the branches of government and in political institutions. In this context, women's political inclusion continues to be one of the challenges that remain, and at the same time one of the goals that women's organizations have placed front and center in all official venues and in intergovernmental and nongovernmental conferences dating back to the 1970s.

One of the temporary strategies employed to reach greater levels of equality in access to elected and high-level state offices has been the quota system for participation on candidate slates for parliament, and in some countries, for the executive branch and the Supreme Court of Justice (in the latter case, in Argentina). Currently, 11 countries in Latin America and the Caribbean have quota laws for women's participation on candidate slates for congressional and parliamentary elections. The first country to apply a quota law was Argentina, in 1991, and its experience has been the most successful, achieving the 30% stipulated by the law. Following this example, efforts are being undertaken today to achieve participation quotas in the executive branch. The only country that has quotas for the public sector is Colombia. The quotas are proving to be effective in increasing the presence of women in parliament in some countries, even though the situation is far from achieving parity. Currently, three countries in the region have parity, Bolivia and Ecuador at the constitutional level and Costa Rica in its electoral law.

Six decades after attaining their political rights, women continue to be subject to conditions that limit and hinder the exercise of these rights. The process of building full citizenship in Latin America and the Caribbean must give central consideration to more than 50% of the region's population, made up of women. A citizens' democracy necessarily depends on equality of rights in the political arena, which entails parity in political representation and in the leadership of all institutions of the state.

Recent experience in the region, where the last five years have seen an increase in the number of women elected president in countries with strong state institutions, such as Chile, Argentina, and Costa Rica, demonstrates that women have become a real political force and alternative to respond to citizens' search for leadership in solving their everyday problems and to revitalize the process of building a citizens' democracy in the countries of the region.

**Women's exclusion from political party leadership and from priority positions on electoral slates**

Women in Latin America and the Caribbean have been incorporating themselves into partisan political activity for several decades. For the five countries that have recent information on party affiliation, women represent an average of 40 to 50% of members (IDEA 2009). However, the majority of women continue to be at the base of political parties, with little or no access to the mechanisms and bodies with decision-making power. Eleven countries in the region have quota laws for participation on candidate slates for congressional and parliamentary elections (See Table No. 2 in the annex), which have encountered various limitations in their implementation and have had dissimilar effects depending on the country. The political-institutional culture that prevails in political parties has a distinctly masculine bias that fosters the continued promotion of traditional gender stereotypes, which do not encourage gender equality and the internal democratization of the parties. The principal problems that women have identified as obstacles to their participation and influence within political parties include: gender prejudice in the selection of candidates to elective office; certain types of electoral systems that do not facilitate women's voting; the lack of institutional strength and transparency in most parties; the difficulty of balancing political activities with family responsibilities; structures that are less than sensitive to gender inequality and a culture that excludes women from political parties; limitations to access the financing of political activities; the shortage of opportunities for political training; and the lack of sufficient family and community encouragement and support for the political participation of women, among other factors.

Most political parties also find it difficult to interpret, assimilate, and internalize the new reality in the countries, as well as the trends and demographics in the region. They continue to function based on past suppositions and structures that no longer exist. Women today are more educated than men, with higher school performance, they have longer life expectancies, and they are also the ones who guarantee the development of human capital with their care-giving and income-producing work, and yet they are still marginalized from politics. The persistent resistance on the part of the leadership of political institutions presents serious implications for building a citizens' democracy that takes on the proposals put forward by women in their struggle for a citizenship that is substantive, complete, fully realized, and ethnically and culturally diverse.

**Limitations for exercising the right to vote**

Women who are poor, indigenous and peasant women, and those displaced by armed conflict continue to face obstacles in exercising the vote due to the lack of a registered identity. This situation is more concentrated in countries that have higher populations with these characteristics, such as in Peru, Guatemala, Bolivia, Ecuador, El Salvador, Colombia, and Haiti. In its State of the World's Children (2009), UNICEF has also documented the high percentage of children in these countries who do not have registered identities.

**The rights of women and gender equality have been absent from the first generations of reforms of state institutions5 in the region**

The processes of state reform and modernization in the countries of Latin America and the Caribbean are designed to re-envision the content and terms of the workings of public institutions, as well as the relationship between them and the citizens. Thus the participation of women in these processes is critical, since the terms of the new "social contract" between citizens, the market, and the state are being redefined. The reform of state institutions—their priorities, visions, procedures, and mechanisms—are not incorporating gender equality or women's rights in a way that is central and crosscutting. To achieve progress in implementing gender-equality policies, the perspectives and frameworks that shape the reform of state institutions and their regulations, procedures, and mechanisms must give central consideration to these policies, as well as to commitments made by the governments in the area of women's rights. In the political sphere as well, some countries have carried out various political reforms (in electoral systems, the constitution, political party laws, etc.) with little or no consideration for the gender dimension, which has implications for greater democratization and progress in building the rule of law. Part of the dynamic at work in processes of economic, social, and political exclusion is the difficulty that discriminated social groups, such as women, face when it comes to influencing national decisions on public priorities and the investment of the country's resources.

In this new context, the process of building a new paradigm for a citizens' democracy faces significant challenges to be able to respond to the aspirations for liberty, equality, autonomy, and self-determination of the women of the Americas.

## 2.2. Poverty and Women's Economic and Social Inequality

One dimension of the economic and social inequalities seen in the countries of the Americas is inequality based on the construction of gender, which together with ethnic, social, and other inequalities, limits access to opportunities and the exercise of women's full citizenship.

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4 5 State modernization refers to the "development and/or strengthening of the state's political, institutional, technical, financial, and administrative capacities to respond to, manage, and strategically resolve the needs and expectations of the citizenry and the new challenges of the economy and modern society in a way that is

In the last three years, the economies of the countries of the Americas have been affected by one of the century's most profound financial crises, which, according to a number of studies,6 have had an unequal impact on women and men. These differences and inequalities in the effects of the crisis are limiting women's economic and social opportunities, as well as the levels of quality of life they had achieved in the prior period. Even though the economic crisis has had a different impact in different countries, it has been suggested that the progress obtained in reducing poverty and providing social services for the low-income population in the years before the crisis could be undone if policies and previous investments are not maintained.

Currently, women in the region continue to face limitations and conditions in exercising their economic citizenship, particularly now in the context of the effects of the financial crisis. Such limitations include the following:

**Poverty continues to disproportionately affect women and girls**

The condition of poverty among the women of the Americas continues to be one of the obstacles that limits their possibilities to achieve human development, reach satisfactory levels of economic security, and actively participate in their countries' political life. In Latin America and the Caribbean, 189 million people currently live in poverty, that is, 34.1% of the total population (ECLAC, 2010). The majority of the countries of the region are still far from reaching the first of the Millennium Development Goals. "Exposure to poverty among women is higher than in men in the entire region and is significantly greater in Panama (1.37 times higher), Costa Rica (1.30 times), Dominican Republic (1.25 times), Chile (1.24 times) and Uruguay (1.21 greater). In 13 out of 18 countries this pattern has aggravated between 2002 and 2008" (ECLAC, 2010).

In addition, the poverty rate in the countries of the English-speaking Caribbean is high. Guyana, Jamaica, Trinidad and Tobago, Suriname, and Saint Lucia account for 80% of the total poverty in the Caribbean (ECLAC, 2010), with a higher prevalence in rural areas.

At the same time, the poverty rate in the United States rose with the financial crisis of the last three years, going from 12% in 2007 to 14.3% of the total population in 2009, or 43.6 million people (U.S. Census Bureau, 2009). Of the population living in poverty in the United States, the majority are women, who outnumber men by 5 million. These women are primarily single heads of household and represent around 32.5% of poor families.

In the case of Canada, the gaps in income inequality in the population have widened in the last five years, according to the country's office of statistics (Statistics Canada, 2009). The population living in poverty in Canada rose to 10.8% of the population in 2005. Depending on the availability of employment,

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equitable, timely, transparent, efficient, and participatory, within a framework of guarantees of human rights and the rule of law" (Mones, 2004).

5 6 See Bárcena, A., *El impacto de la crisis en Latinoamérica* (CEPAL, 2009); Antonopoulos, R. (2009). *The Current Economic and Financial Crisis: A Gender Perspective.* Working Paper No. 562, The Levy Economic Institute of Bard College, New York, 2009.

health issues, and stability of housing, low-income families in Canada move in and out of poverty. "Between 2002 and 2007, more than 1 in 4 (28.7%) children in Canada lived in a low-income family for at least one year. At the same time, 11% of all children in Canada lived in poverty for 4-6 years, a substantial portion of their childhoods." (Statistics Canada, Income Trends in Canada (1976-2007).

**Economic and social policies for economic recovery from the crisis do not take into account the unequal impact on women**

The global financial crisis has had disparate effects in the countries of the Americas, given the different conditions of the economies at the start of the crisis in 2007. Nevertheless, in all the countries of the hemisphere there has been an unequal impact of the crisis between women and men, in some cases similar to past crises (Antonopoulos 2009, Cagatay 2009, and Mones 2010). The spheres in which women have been most affected are those related to the labor market, food supply and food security, access to financial services for productive activity, access to remittances, and access to housing and unpaid work in the care economy, among others. However, according to a study done recently by Mones (20107), this reality is not being taken into consideration in the packages of measures taken by countries to confront the crisis and bring about economic recovery in the region. These deficiencies in economic policies have implications for driving economic growth and competitiveness in the region in the context of the crisis.

In the majority of countries of the region, unemployment among women has increased as a result of the crisis. The information available through 2009 for 12 countries (ILO) shows that the female unemployment rate continues to be higher than the rate for men. However, men have also been affected by unemployment in specific sectors, since the crisis has affected industry and construction, which traditionally employ a greater proportion of male manual labor. The weighted-average male unemployment rate rose from 6.3% to 7.5% in the first three quarters of 2008 and 2009, respectively, while the corresponding rate for women went from 9.3% to 10.1%.

In 2009, women's work increased by 3.1% over 2008 in the informal sector. The importance of this statistic is that 57.1% of all women can find employment only in this sector, compared to 51% of men. Women end up in low-productivity self-employment occupations or in domestic service, where nine of ten workers lack access to social security (ILO, 2009).

In Latin America and the Caribbean, 44% of the employed urban population and 37% of the total employed population belong to and contribute to social security systems, a figure that has remained virtually unchanged since 2002, with significant differences between countries and between men and women. Only 15% of women and 25% of men between 15 and 65 years of age are affiliated with social security (ECLAC, 2008).

**Persistent restrictions on access, use, and control of productive and economic resources**

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6 7 Mones, B., *La crisis financiera global y las políticas de estimulo económico en América Latina y el Caribe: efectos y oportunidades para las mujeres*, UNIFEM, 2010.

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Although women have made significant strides in schooling and work classification, they continue to be the object of discrimination and exclusion in all spheres of economic life in the region. The costs of this inequality and negative discrimination against women are high for the economies, for growth, and for the consolidation of democracy in the region. The majority of political leaders, parliamentarians, and those who plan and execute economic and social policies continue to be blind to the conditions, rights, and economic potential of women. This has repercussions, in that strategies to increase competitiveness and productivity in the economies of the region have little effect.

**Women's exclusion from decision-making on economic policies and national budgets**

Part of the dynamic of the economic, social, and political exclusion of women involves their limited access to bodies with decision-making power over the priorities of public policies and the investments of national budgets. Scant representation of large sectors of the population, exclusion and social inequality based on gender and ethnicity, as well as persistent poverty, are some of the main characteristics of the context in which the crisis is playing out. Poverty poses obstacles to democratic governance, economic development, and the competitiveness of the region's economies.

**Limited spaces for exchange and dialogue among governments, the private sector, and civil society, which could create points of consensus for long-term state policies**

Public policies of short duration (due to changes in government) do not allow for sustained progress toward solutions to reduce inequality and poverty. These types of dialogue and consensus could contribute, among other things, to redefining development paradigms and strategies, and could help promote development that is sustainable through the creation of decent, high-quality jobs that can improve the quality of life of women and men in the region with an overall perspective of sustainability.

**Women's double and triple workday, due to the unequal distribution of family responsibilities, limits their availability to develop economic activity and join the labor market**

The statistics available in the region on the use of time show that women's workdays are longer than men's due to their care responsibilities and the unpaid domestic work that traditionally falls to them. On a daily basis, they work between three and five hours longer than men, due to the double or triple domestic workday. The growing incorporation of women into the labor market and the permanence of the division of labor by sex have led to what researchers have called "the care crisis " (ECLAC, 2009).8

**2.3 Multidimensional Security**

The lack of citizen security9 constitutes one of the principal threats to stability, democratic governance, and sustainable human development. In Latin America and the Caribbean, the murder rate is

8 8 Social Panorama for Latin America 2009, Chapter 4, pp. 1-2, ECLAC.

9 9 In this context, **citizen security** refers to "the social situation in which all persons are free to enjoy their fundamental rights and public institutions have sufficient capacity, against a backdrop of the rule of law, to

double the worldwide average, and in some areas it is five times as high. A region that is home to just 8% of the world's population accounts for 42% of the homicides and 66% of the kidnappings worldwide.10

Although citizen insecurity is a problem that affects the entire population, we can attest that women experience violence, dispossession, trafficking, and other security problems differently than men (see Table 1)—a difference that results mainly from the construction of gender social roles. As a UNDP Costa Rica report states, "This is not about a simple quantitative difference, for example, in the number of homicides of men and women, or in who commits them."11

**Table 1 - Security Threats against Men, Women, Boys, and Girls12**

| Men | Women | Boys | Girls |
|---|---|---|---|
| - Robbery<br>- Assault (simple and aggravated)<br>- Homicide<br>- Gang violence<br>- Forced to rape their own family members (in times of conflict)<br>- Rape and sexual torture<br>- Human trafficking and smuggling | - Domestic violence<br>- Sexual assault<br>- Sexual harassment<br>- Rape<br>- "Honor" killings<br>- Stalking<br>- Forced sterilization<br>- Human trafficking and smuggling<br>- Forced sexual exploitation | - Gang violence<br>- Child abuse<br>- Rape<br>- Incest<br>- Abandonment<br>- Human trafficking and smuggling<br>- Forced sexual exploitation | - Infanticide<br>- Child abuse<br>- Rape<br>- Incest<br>- Abduction and kidnapping<br>- Human trafficking and smuggling<br>- Forced sexual exploitation<br>- Child marriage |

However, as Rainero states, "...it is possible to note that not only public debates about the lack of safety in cities, but also public policies and actions directed to fight this problem, are based on indicators that reduce violence to criminal typologies that generally exclude violence against women."13

guarantee the exercise of those rights and respond efficiently when they are violated (…) Thus, the citizenry is the principal focus of the State's protection." New York: United Nations Development Programme, 1994.

10 10 SMS. Public Security in the Americas: Challenges and Opportunities. Washington, D.C.: Organization of American States (Secretariat for Multidimensional Security), 2008, prologue.

11 11 Carcedo, A. *Cuadernos de Desarrollo Humano No.2: Seguridad Ciudadana de las Mujeres y Desarrollo Humano*. Costa Rica: United Nations Development Programme, 2006, p. 7.

12 12 Chart adapted from: Denham, T. "Police Reform and Gender" in Bastick, M. and K. Valasek, Gender and Security Sector Reform Toolkeit. Geneva: DCAF, OSCE/ODIHR, UN-INSTRAW, 2008, p. 3.

13 13 *Ibid.*, p. 6.

For women, the city can be a place of both opportunity and challenge. On the one hand, the city has allowed many women to question and break traditional gender roles, enter the labor market, participate in civic action and political decision-making processes, and reach a level of independence that would not have been possible in another context. On the other hand, cities are places of anonymity and danger where women can suffer more violence, and more types of violence, than in other contexts.

It should be noted that women lack the opportunity to use cities—urban spaces—in the same way that men do. "In the same way that women are underrepresented in arenas of political power and decision-making spheres, the use of streets and public spaces, in both the collective imagination as well as city design, continues to reflect male domination. Urban planning has failed to sufficiently incorporate the diversity of people living in cities, including the different experiences of men and women that is the product of the ongoing changes that affect both social practices and ties among people. The different ways that people perceive and experience safety/lack of safety in the city is one of the differences that should be prioritized."15

- In Argentina in 2002, of the total number of victims (7,742) of reported crimes against sexual integrity and against honor (rapes, crimes against honor, other crimes against sexual integrity), 83% were women.
- In Brazil, a woman in São Paolo is assaulted every 15 seconds
- In Paraguay, a woman is murdered every 10 days.
- In Chile, 70 women die each year from domestic violence. Of 80,000 cases reported, only 14% result in a conviction.
- In Guatemala, 445 women were killed during 2004.
- In Colombia, from July 1996 to June 2004, 2,110 women lost their lives as a result of the sociopolitical violence in the country. All these women were killed or forcibly disappeared outside the realm of combat, that is, in their home, on the street, or in their workplace.
- In Ciudad Juárez, Mexico, more than 400 homicides have been committed against women in the last 11 years. 14

Although all human rights exist in both the private and public sphere, violence against women (in particular, intra-family or domestic violence) is still considered at a social level to be a private problem, one to be resolved by the couple, rather than a threat to women's citizen security. This has meant that in practice the issue is not included in national public policies on citizen security, nor is it visible as part of the work of protection being carried out by the security sector in most countries of the region.

At the same time, it is clear that women are, for the most part, excluded from the discussion, formulation, and implementation of policies and programs to address citizen insecurity. For example:

- In the United States, women hold between 12% and 14% of all police positions.16 In Jamaica, this figure is 18%; in Venezuela, 10%; and in Canada, 18%.17
- According to August 2010 statistics of the United Nations Department of Peacekeeping Operations (DPKO), of 11,848 military and police officials participating in the United Nations Stabilization Mission in Haiti (MINUSTAH), 424 (or 3.6%) are women.18

14 14 Chart adapted from: Rainero, L. et al. Tools for the Promotion of Safe Cities from the Gender Perspective. Cordoba: CICSA, 2006, p. 12.

15 15 *Ibid.*, p. 7

16 16 Lonsway, K. et al. "Equality Denied: The Status of Women in Policing, 2001." Virginia: National Center for Women & Policing, 2002.

17 17 Denham, op.cit., p. 4.

- In Canada in 2006, 12.8% of armed forces personnel were women. In the United States, this number was 10.5%.19
- In Latin America, 19% of high-level positions in the justice sector are held by women.

The failure to consider the security needs of women, on the one hand, and their absence in the spaces for decision-making and action regarding citizen security, on the other, means that the security policies of the majority of countries in the region ignore more than 50% of the population of these countries. This means in practice that women are less able, and less likely, to approach security-sector bodies about the violence they are suffering.

The incorporation of a perspective of rights and gender equality in the promotion and protection of citizen security is essential to ensure than women enjoy this security fully and equally. Incorporating differentiating criteria for the analysis of existing threats20 strengthens the security sector's capacity to provide responses in line with the rights and priorities of each segment of the population, and the security sector21 in particular can formulate an adequate response.

**2.4 Women's human rights**

The countries of Latin America and the Caribbean have gradually been adapting their national laws to the universal 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. In general terms, discrimination by social institutions in the region is low, although this has not yet translated into adequate protection of women's physical integrity.22

In the Americas, women continue to be at a disadvantage with respect to all social and economic development indicators, with the exception, in higher-income countries, of literacy and access to primary and secondary education. (In lower-income countries, such as Bolivia, Guatemala, or Haiti, women's access to literacy and education continues to be lower than that of men.)

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18 18 DPKO. Monthly Summary of Contributors of Military and Police Personnel (August 2010). Available at: http://www.un.org/en/peacekeeping/contributors/ (visited on 10/11/2010).

19 19 Hendriks, C. & L. Hutton. "Defence Reform and Gender." At DCAF, OSCE/ODIHR, UN-INSTRAW, 2008, op.cit., p. 6.

20 20 Being local in nature is one of 18 characteristics that the OAS General Secretariat believes are desirable for security policies at this stage of transformation.

21 21 The security sector or system is understood as the totality of all state institutions and other entities that play a role in ensuring the security of the state and its inhabitants. These include: **Key security actors** (national, regional, and international armed forces, police, gendarmeries, paramilitary forces, presidential guards, security and intelligence services, coast or border guards, customs officials, and local or reserve security units); **Security management or oversight bodies** (the parliament or other legislative body, legislative committees, the executive body, and ministries related to defense and domestic and foreign affairs, national security advisory bodies, traditional and/or community authorities, financial management bodies, and civil society actors, including the news media); **Institutions of justice and the rule of law** (ministries of justice, prisons, criminal investigation and prosecution services, the judicial sector (courts and tribunals), law enforcement services, traditional and/or community justice systems, human rights commissions, and ombudsmen); **Non-state security forces** (liberation armies, guerrillas, private security guards, private or military security companies, political party militias); and **Civil society** (professional associations, the news media, research institutions, polling organizations, religious organizations, nongovernmental organizations, and community groups). From: Velasek, K. "Security Reform and Gender." At DCAF, OSCE/ODIHR, UN-INSTRAW, 2008, op.cit.

22 22 OECD, *Atlas of Gender and Development: How Social Norms Affect Gender Equality in Non-OECD Countries*. Paris: Organization for Economic Cooperation and Development, 2010.

With the existence of the Convention of Belém do Pará, the CIM has a specific mandate to promote the right of women to live a life free of violence. It is within that context that the Follow-up Mechanism to the Convention of Belém do Pará (MESECVI) was established.

The effective and sustainable implementation of the Convention of Belém do Pará demands a process of constant, independent oversight supported by the states parties to the Convention, as well as by the international community.

In October 2004, in response to this reality and the need expressed by the states parties, the MESECVI was established. It is a formal monitoring and oversight mechanism to support the implementation of the Convention of Belém do Pará at the national level. The MESECVI consists of two basic components, the Conference of States Parties and the Committee of Experts (CEVI):

- The Conference of States Parties is composed of the 32 OAS member states that have signed, ratified, or acceded to the Convention of Belém do Pará. Its main functions include: i) providing guidelines for the work of the CEVI; ii) receiving, analyzing, and evaluating CEVI reports and recommendations; and iii) publishing and disseminating the MESECVI Hemispheric Report. The Conference meets every two years.
- The Committee of Experts is made up of national experts, designated by their respective states parties to serve the MESECVI in their personal capacity. Their principal functions include: i) formulating a methodology for evaluation and establishing a work timeline; ii) receiving and evaluating reports from the states parties and preparing recommendations; and iii) submitting its reports to the Conference of States Parties.

The MESECVI operates on the basis of Multilateral Evaluation Rounds that include two different phases:

- Evaluation − during which the CEVI analyzes the implementation of the Convention of Belém do Pará based on questionnaires completed by the states parties, and prepares recommendations for the states;
- Follow-up − during which the CEVI circulates an additional questionnaire to the states parties to look into the implementation of specific recommendations and to prepare a Hemispheric Report.

**Physical and domestic violence**

Domestic violence is the most common, and most widely studied, manifestation of violence against women. According to a WHO study, among Brazilian women who had at one time been part of a couple, 27% in São Paulo and 34% in Pernambuco reported having suffered physical violence, while 10% and 14%, respectively, said they had suffered sexual violence. Close to 25% of women in São Paulo and 16% in Pernambuco stated that they had suffered physical or sexual violence from the time they were 15 years old, on the part of persons who were not their partners. Twelve percent of all women in São Paulo and 9% in Pernambuco reported that they had suffered sexual abuse before they were 15. The majority of these acts of violence had been inflicted by a male member of the victim's family.23 The same WHO study indicated that among Peruvian women, 51% of women in Lima who had had a partner and 69% of those in Cusco had also suffered acts of physical or sexual violence on the part of their partners. As far as sexual violence is concerned, these percentages were 23% in Lima and 47% in Cusco.

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23 23 WHO. *Multi-country Study on Women's Health and Domestic Violence against Women*. Geneva: World Health Organization, 2003 (Brazil).

In Chile, of a sample 1,358 women who live in urban areas of the metropolitan region and 1,363 women who live in urban and rural areas of the Ninth Region, 46.1% of women between 15 and 29 years of age had suffered some type of psychological, physical, and/or sexual violence. Among women between 30 and 39, this figure was 51.8% and in women ages 40 to 49, the figure was 51.6%.24

In the Social Institutions and Gender Index (SIGI) of the OECD, all countries in Latin America and the Caribbean have high rates of physical violence against women as a result of the discrimination inherent in their social institutions.25

**Sexual Violence**

Statistics on sexual violence are even rarer and less reliable than data on physical or domestic violence. In general, these rely on isolated studies carried out in certain communities; they provide a general indication but cannot necessarily be generalized to the general public. For example, a study done by Profamilia (2005) in selected communities of Colombia indicated that 17.5% of women of reproductive age had been victims of rape. In El Salvador, of 3,765 sexual crimes reported in 2007, 89.45% were committed against women of all ages. In 2008, women represented 89.78% of the total 4,589 reported cases of sexual violence.26

**Human Trafficking and Smuggling**

The debate over the rate and extent of the trafficking and smuggling of women and girls is controversial and longstanding. Worldwide, estimates vary between 500,000 and 1.3 million women and girls who are smuggled across international borders. In the United States, trafficking in persons occurs primarily for work in the areas of domestic service, agriculture, production of goods, cleaning and hotel services, construction, health care and senior care, beauty salons, and exotic dancing. The principal countries of origin for persons smuggled into the United States include Mexico, Haiti, Guatemala, and the Dominican Republic.27 In Canada, the trafficking of persons is primarily for commercial sexual exploitation; thus, the majority of those who are trafficked are women and girls, although the principal countries of origin for persons trafficked into Canada are in Asia.28

**Incest and Child Abuse**

The WHO cites international studies that document the sexual abuse of children at levels between 5% and 10%. In Colombia, in 2008, the Institute for Legal Medicine reported 10,901 cases of child abuse.29 Although in 2004 the number of cases of abused boys (4,699, equivalent to 52%) was greater

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24 24 SERNAM. Violence against Women in a Relationship according to Women's Age Groups. Santiago, Chile: Servicio Nacional de la Mujer [Women's National Service], 2010.

25 25 The SIGI measures the impact of discrimination in social institutions according to five variables: family code, civil liberties, physical integrity, son preference, and ownership rights. In all countries of Latin America, it is in the area of physical integrity that discrimination against women on the part of social institutions is the highest. From: OECD. *Atlas of Gender and Development: How Social Norms Affect Gender Equality in Non-OECD Countries*. Paris: Organization for Economic Cooperation and Development, 2010.

26 26 ISDEMU. *Primer Informe Nacional sobre la Situación de Violencia contra las Mujeres en El Salvador* [First National Report on the Situation of Violence against Women in El Salvador]. San Salvador: Instituto Salvadoreño para el Desarrollo de la Mujer [Salvadoran Institute for the Development of Women], 2009, p. 13.

27 27 State Department. Trafficking in Persons Report 2010. Washington, D.C.: United States Department of State, 2010 (Country Narratives: United States of America).

28 28 State Department, op.cit. (Country Narratives: Canada).

29 29 Observatorio de Asuntos de Género [Observatory on Gender Issues], "Number of Reports of Child Abuse." *Consejería Presidencia para la Equidad de la Mujer* [Presidential Council on Women's Equality]. Available

than that of girls (4,306), from 2005 to 2008 that trend was reversed, so that girls became the main victims (5,376, or 52.8%, in 2005; 5,737, or 53.7% in 2006; 5,976, or 52.7%, in 2007; and 5,824, or 53.4% in 2008). In 2008, the figures indicate, moreover, that the most affected group was that of girls between 10 and 14 years of age.30 In Dominica in 2008, the Welfare Department reported that, of 130 cases of sexual, physical, or emotional abuse, neglect, or child incest, 104 involved girl children: 99 girls were sexually abused, and of these cases, 26 resulted in pregnancies and 19 were incest cases.31 A school-based study in Ecuador found that 22% of adolescent girls reported being victims of sexual abuse.32

**Armed Violence and Femicide**

In Argentina, of 231 murders of women committed in 2009, 64 were with firearms.33 In the United States, where there is a high ownership rate of firearms among private citizens, women suffer a greater risk of homicide. According to a study involving 25 high-income countries, the United States accounted for 32% of the female population in these countries, but for 70% of all female homicides and 84% of all women killed with firearms.34

## 3. LEGAL FRAMEWORK

### Women's Citizenship and Political Rights

In the area of women's political rights, the states of the region have assumed various commitments set forth in international legal instruments that are binding in nature. The principal ones are:

- *American Convention on Human Rights, OAS 1969*
- *Inter-American Convention on the Granting of Political Rights to Women, OAS, 1948*
- *International Covenant on Economic, Social and Cultural Rights (ICESCR), UN 1966*
- *Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), UN, 1979*

The most recent commitments made by the countries of the inter-American system to ensure the guarantees and protection of women's economic, social, and cultural rights in conditions of equality with men are contemplated in the *Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality* [AG/RES.1732/00 (XXX-O/00)]; the *Plan of Action of the CIM on Women's participation in Power and Decision-Making Structures* [CIM/RES 198 (XXIX-O/98)]; the Platform for Action of the United Nations Fourth World Conference on Women (Beijing, 1995); and in recent resolutions of regional UN conferences following up on the Beijing Platform for Action, such as the Consensus of Quito (2007) and the Consensus of Brasilia (2010).

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at: http://equidad.presidencia.gov.co/Es/OAG/Documents/Violencias-Poblacion-DictamenesMaltratoMenor_091007.pdf (visited on October 4, 2010).

30 30 Observatory on Gender Issues, op.cit.

31 31 ECLAC. Responses provided by Dominica to the questionnaire circulated in follow-up to the adoption of the Declaration and Platform for Action of the Fourth World Conference on Women (Beijing, 1995), 2009, pp. 8-9.

32 32 Gender and Development Group. "Addressing Violence against Women within the Education Sector" Washington, DC: Banco Mundial, 2000, p.2.

33 33 Report of the Civil Association "Casa del Encuentro": "Gráficos del Informe de Femicidios en Argentina 2009," p. 4, 2010. Available online at: http://www.lacasadelencuentro.com.ar/material-grafico.html

34 34 IANSA (2005). The Impact of Guns on Women's Lives, p. 11, 2005. Available online at: http://www.iansa.org/women/vaw/guns-women-en.pdf.

**Women's Economic, Social, and Cultural Rights**

The economic, social, and cultural rights of women are enshrined in a number of binding international legal instruments, in particular in the following:

- *International Covenant on Economic, Social and Cultural Rights (ICESCR), UN 1966*
- *Convention on the Elimination of All Forms of Discrimination against Women, UN, 1979*
- *Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social and Cultural Rights ("Protocol of San Salvador"), OAS 1988*
- *Optional Protocol to the CEDAW, UN 1999*
- *The International Labour Organization's Covenants and Pacts in the area of labor rights*

These conventions have served to accelerate the attainment of women's economic and social citizenship in the years following their adoption in the majority of countries. The states that have signed and ratified these international instruments are obliged to bring their national laws in line with their provisions.

**Multidimensional Security from a Gender Perspective**

In the area of security, women's rights are set forth in the following binding legal instruments:

- *International Covenant on Civil and Political Rights, UN 1966*
- *American Convention on Human Rights, OAS 1969*
- *Convention on the Elimination of All Forms of Discrimination against Women, UN, 1979*
- *Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, OAS 1994*
- *UN Security Council Resolutions 1325, 1820, 1888, and 1889 on Women, Peace and Security*
- *Universal Declaration of Human Rights, UN*

The right to security in the face of crime or interpersonal or social violence is not explicitly enshrined in international law. However, Article 3 of the Universal Declaration of Human Rights provides that every state has the obligation to guarantee the security of person,35 which has important implications with regard to the formulation of an adequate response to violence and other threats to citizen security on the part of the state and in particularly of the security sector.

In the area of women's rights, the right to live a life free of violence in both the public and private sphere is enshrined in Article 3 of the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, "Convention of Belém do Pará."36 Although not all violence against women can be characterized as "gender-based violence,"37 information systems in the majority of countries of the region do not distinguish between general social violence, which also affects women, and

35 35 IACHR. *Report on Citizen Security and Human Rights*. Washington, D.C.: Organization of American States, 2010, para. 18.

36 Convention of Belém do Pará, Article 3: "Every woman has the right to be free from violence in both the public and private spheres."

0 37 Gender-based violence is any act of violence directed against a person or group as a result of the person or persons' gender or sex.

violence directed specifically toward women because of the fact that they are women, with the result that the scope and nature of this violence is little understood and therefore not very visible.

**Women's Human Rights**

**Convention on the Elimination of All Forms of Discrimination against Women**
*Article 2:* "States Parties condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women...."
*Article 3:* "States Parties shall take in all fields, in particular in the political, social, economic and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men."
**Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, "Convention of Belém do Pará"**
Article 4: "Every woman has the right to the recognition, enjoyment, exercise and protection of all human rights and freedoms embodied in regional and international human rights instruments."

Human rights principles include universality and inalienability; indivisibility; interdependence and interrelatedness; nondiscrimination and equality; participation and inclusion; accountability and the rule of law.38 In theory, this grants women the same human rights, and the right to realize them, as men. In practice, however, women face a series of barriers that are important to the full realization of their rights—ranging from women's access to education, work and its benefits (monetary and otherwise), and health and other social services, to their capacity to negotiate their sexual relationships and human reproduction or to protect themselves against violence, even in their own homes.

In response to this reality, an international and inter-American legal framework has been established to enshrine and protect the human rights of women and to punish discrimination based on gender. This framework includes a wide range of conventions, treaties, declarations, platforms for action, principles, and other types of agreements, but the two most important instruments at the international level are 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.

Despite the existence of an international legal framework to address the issue of violence against women, we still have little idea of its real scope, since statistical data continue to be scarce and not very reliable. This dearth of information contributes to the fact that the state response to violence against women is extremely deficient.

## 4. MANDATES OF THE CIM

The mandates governing CIM actions derive from the Inter-American Democratic Charter, its Assembly of Delegates, the General Assembly of the OAS, the Summit of the Americas, and other regional meetings. CIM has an enormous number of mandates. For this Plan an exhaustive review was made of

1 38 UNICEF. The State of the World's Children 2004: Girls, Education and Development (Annex B). New York: United Nations Children's Fund, 2004.

those adopted in the last five years; a general summary of their central themes follows:

**From the OAS Assembly of Delegates and the Assembly of Delegates**

*In relation to the Program on the "Promotion of Women's Human Rights and Gender Equity and Equality" (IAP):* the Assembly confirms its support for CIM's work as the main forum for generating hemispheric policies on gender equality and women's human rights, as well as support for implementation of the IAP, promoting the integration of these policies in the hemispheric ministerial meetings. In addition, the Secretary General is urged to continue working to achieve the integration of gender equality perspective in all OAS programs, actions and policies;

*i)* *Strengthening of CIM:* The Secretary General is asked to provide the Commission with the necessary resources to strengthen it in light of the growing mandates and that CIM projects and programs be included among the priorities presented for the mobilization of outside financial resources.

*ii)* *MESECVI:* The Secretary General is requested that more resources be assigned so that the CIM can continue carrying out its function as technical Secretariat of the mechanism, supporting its implementation and the application of the Convention;

*iii)* *Follow-up on Summit mandates:* Encourage the bodies, organisms and entities of the Inter-American system and the United Nations system and other institutions making up the Joint Summit Working Group (JSWG) to prioritize the execution of the initiatives contained in the Declaration of Commitment of Port of Spain at the Fifth Summit of the Americas, and that the Commission be informed periodically on Inter-American Summit Management and Civil Society Participation in OAS Activities (CISC) regarding progress in implementation of the mandates adopted and the commitments assumed; and

*iv)* *Designation of women in top executive posts of the OAS:* The Secretary General is urged, through the Office of Human Resources, to prepare and apply a gender equality policy in human resources and ensure that women hold 50% of the posts in each grade, as well as accountability in the application of the policy.

**Concerning the Summits of the Americas**

At the Summit of Quebec (2000), gender equality objectives were integrated in its Action Plan and a specific chapter was adopted on gender equality. In addition, the Declaration of Nuevo Leon at the Special Summit (Monterrey, 2004), reiterated the commitment to continue promoting gender equity and equality and the Summit mandates; while focused on decent work and strengthening of democratic goverance, the Fourth Summit (Mar del Plata, 2005) reaffirmed its will to combat gender discrimination in the workplace. The Fifth Summit (Puerto España, 2009) affirmed the commitment to reinforce institutional mecanisms for womens' advancement, including the Follow-up Mechanism for the Implementation of the "Convención de Belém do Pará" and its funding; to foment women's full and egalitarian participation in political life and decision-making structures at all levels, through laws and public policies that foster respect for human rights and the fundamental freedoms of women, as well as equality and gender equity; and to promote and ensure mainstreaming of gender perspective in national and hemispheric policies, plans and programs implemented in the different sectors.

## 5. INSTITUTIONAL CONTEXT

For several years there has been concensus in the Member States about the need to strengthen the CIM, expressed in several resolutions of the OAS General Assembly and the Assembly of Delegates, requesting an increase in financial resources and in its technical capacity. In this sense, this also brought about the need for results-based management and of having a high-level technical team with capacity and experience, able to support the public policies and strategies of the region's countries.

CIM needs to strengthen its role as hemispheric political forum and generator of policies for the promotion of women's human rights and gender equality. CIM's function aims not only at consultation, discussion and debate on women's themes and problems, but also at identifying and developing strategies and ideas to address new themes.

In 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.* The Secretary General was urged to "*include in the request for resources CIM projects and programs among the priorities presented to external donors for funding, and his invitation to member states and permanent observers, as well as to individuals and national or international organizations, whether public or private, that wish to do so, to make voluntary contributions to support the development and implementation of CIM projects and programs."*

In recent years the OAS has undergone a process of realignment and budget readjustment. The Secretary General of the organization has faced an important budget shortfall, which entails greater funding restrictions for CIM plans, programs and projects.

At the last General Assembly of the OAS, the Members States reaffirmed their commitment to the implementation of the "Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality". In consequence, to continue advancing in the implementation of the IAP and Strategic Action Plan greater financial support will be necessary for CIM actions. The possibility of CIM developing plans and projects with continuity and multiplier effect is very reduced when economic circumstances do not allow planning the development of activities, even in the bienial cycle that governs its activities.

In this context, CIM has had the support of the Member States and Permanent Observors who have made important voluntary contributions that supported and made possible the development and implementation of CIM projects and programs in the past decade.

## 6. PRIORITY LINES OF ACTION

**Women's full political citizenship for democracy and governance**

***Goal***
Women's full exercise of political citizenship in the countries of the Americas and parity in political representation as essential conditions for governance and a democracy of citizenship

| Outcomes at the level of effects | Main actions | Performance Indicators | Responsible and Collaborating Bodies |
|---|---|---|---|
| **1.** Women's political, economic and social rights promoted and gender perspective integrated in the new generation of State institutional and modernization reforms in a number of selected countries | *1.1 With the legislative bodies:*<br><br>a) Strengthen the capacity of the legislative bodies to harmonize national legislation with binding international Conventions and commitments acquired by the States in women's human rights and non-discrimination, considering the dimension of interculturality (in selected countries)<br>b) Promote and support inter-parliamentary dialogue, exchange and cooperation on citizenship and human rights of women in parliamentary work, particularly through the Commissions for women's and/or gender equality.<br>c) Promote and facilitate dialogue between parliamentarians with the women's and civil society organizations that work to achieve legislation advancing women's human rights and non-discrimination, through the creation of a "hemispheric network of bodies that monitor women's human rights in legislative processes."<br><br>*1.2 With the judicial system:*<br><br>a) Strengthen the institutions of the judicial system so that the perspective of women's rights and gender equality is integrated in the justice administration systems, as well as normative of the binding international Conventions (CEDAW, Belem do Pará and others) and the | • Number of institutional reforms in legislature that have integrated the economic, social and cultural rights of women in selected countries<br><br>• Number of legislators that report an increase in knowledge about binding Conventions on women's rights<br><br>• Number of reforms in the judicial system that integrate the perspective of women's human rights and equality, in selected countries<br><br>• Number of permanent training programs for judges and prosecuting attorneys that introduced the | CIM, SAP/OAS, UN Women, SEGIB, IDB, International IDEA, UNDP, Women's Mechanisms, Network of Women Magistrates of Latin America and the Caribbean |

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| | commitments acquired by governments related to women's rights and non-discrimination with consideration of the intercultural dimension.<br>b) Integrate the perspective of gender equality and women's rights in the permanent training programs of justices and prosecuting attorneys in selected countries.<br>c) Promote and support exchange and cooperation among countries in this field | perspective of gender equality and rights of women in the countries selected<br><br>• A hemispheric network created and operating of organisms that monitor women's human rights in the legislative processes | |
| **2.** Increased comprehension of leaders of majority political parties about gender inequalities in the political sphere, women's political rights and parity representation, as well as regulations of CEDAW and Belem do Pará, in a number of selected countries n the Americas | a) Review and compile information available in the region on women's situation and their political rights in the parties in order to prepare strategies and a conceptual frame of reference for dialogue, advocacy and promotion of women's rights with political parties<br>b) Hold a hemispheric dialogue on challenges to the construction of a citizen democracy with gender equality and strategies for the democratization of political parties<br>c) Hold 3 subregional seminars on advocacy and promotion with politicians (in selected countries) on strategies and measures to ensure equal opportunities for women in the exercise of their political rights in party activity, and to advance toward parity political representation. | • Number of actions for gender equality in the political parties generated based on the Plan actions, in selected countries<br><br>• Document prepared with the compilation of information on women's situation and their political rights in the political parties<br><br>• Report on the dialogue containing the agreements and commitments of political parties toward compliance with regulations on women's rights | CIM, SAP/OAS, International IDEA, UN Women, UNDP |
| **3.** Comprehension of electoral bodies improved regarding women's political rights and the problems in application of existing legislation on quotas in a number of | a) Provide technical support to DECO to strengthen observation of compliance with laws on quotas and the integration of gender equality and rights perspective in the electoral observation missions of the OAS<br>b) Hold a dialogue with the electoral institutions on the problems being presented in application of laws on gender quotas and for the integration of gender equality and rights | • In the selected countries, evidence of improvement in electoral processes regarding application of existing legislation on women's political rights, laws on quotas and gender parity (in the countries | CIM, SAP/OAS, International IDEA, Women's Mechanisms, UN Women |

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| selected countries, as well as in compliance with conventions dealing with women's civil and political rights | perspectives in electoral processes<br>c) Strengthen the capacities of the women's and civil society organizations (of citizen participation) in order to monitor compliance with legislation on women's political participation in electoral processes | that have such laws)<br>• Number of professionals in electoral bodies that have participated in the dialogues in selected countries | |
| **4.** Critical mass of women's capacities strengthened to exercise democratic leadership aimed at influencing public integrar los gender equality objectives. | a) Review and document offering of existing courses and/or programmes for training in adaptive and democratic leadership considering gender perspective and rights in the region<br>b) Prepare curriculum for leadership training to advocate for public policies with gender perspective and rights and take steps towards social changes<br>c) Develop virtual training courses in democratic leadership with gender perspective and rights in order to take steps toward social changes | • Number of women trained through face-to-face and virtual courses<br>• Existence and availability of curriculum for face-to-face and virtual courses designed and validated<br>• Degree of satisfaction of the participants about the content of the face-to-face and virtual courses | CIM, Educational Portal of the OAS, AECID, UN Women |
| **5.** Role of the CIM established as hemispheric forum of dialogue, debate exchange and generation of agendas on gender equality and women's rights in the construction of citizen democracy as well as to build intra-hemispheric bridges that create synergies and drive actions for change in the political arena | a) Prepare conceptual frames of reference on the necessary reforms in the democratic system and a new paradigm of intercultural development that benefits full citizenship of women<br>b) Hold dialogues and debates on gender equality and women's rights in the construction of citizen democracy in the region c) Conduct a survey (module in Latinobarómetro or Barómetro de las Américas) on perceptions, visions and attitudes toward political leadership and women's management capacity<br>c) Systematize and disseminate the results of annual forums through publications and videos that serve as inputs for advocacy and training seminars, among others | • Regional initiatives driving women's rights in the construction of citizen democracy arising from regional forums of dialogue and debate<br>• CIM holds at least one regional biannual meeting of dialogue and debate on implications for the construction of a citizen democracy from the vantage of women. | CIM, SAP/OAS, UN Women, SEGIB, IDEA International, UNPD, Women's Mechanisms, universities |

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| | d) Identify and disseminate innovative strategies being carried out in the countries of the region to eliminate gender inequalities in the political arena, through regional competitions | • Series of innovative strategies that are developed in the countries of the region to eliminate gender inequalities in the political arena, systematized and spread | |
| **6.** Institutionalization of a rights-based approach and gender equality perspective in the most strategic areas of the OAS Secretariat for Political Affairs, through a collaboration agreement | a) Prepare an analytical document on the most relevant aspects for parity political representation of women and for the exercise of full political citizenship in the frame of reforms of political institutions (electoral and legislative systems, legislators, political parties, executives, etc).<br>b) Generate an internal technical dialogue on gender inequalities and women's political rights in the democratic system and its institutions in LAC, as well as on the regulatory frame and current political policies in the countries of the hemisphere in this theme<br>c) Identify together with each Secretariat the thematic areas that will be worked on to integrate a rights-based approach and gender equality perspective<br>d) Prepare a plan of work and joint collaboration for integrating the perspective in priority areas<br>e) Strengthen the technical capacity of the Secretariats for integrating rights-based approach and gender equality perspective<br>f) Facilitate and assist technical dialogue between the Secretariats and their counterparts | • Work plan prepared and being executed<br>• Analytical frames of reference prepared and institutionalized<br>• Professionals of the OAS Secretariat of Political Affairs trained in rights-based approach and gender equality perspective in the political sphere | CIM, SAP/OAS, International IDEA |

**Citizenship and women's economic security**

*Goal*
Increase women's economic security as well as their opportunities and access to resources and benefits of economic and social policies that countries of the Americas execute for economic recovery from the global financial crisis

| **Outcomes at the Level of Effects** | **Main Actions** | **Performance Indicators** | **Responsible and Collaborating Bodies** |
|---|---|---|---|
| **1.** Drive gender equality at the OAS forum on competitiveness, innovation and productivity in the private sector while also promoting greater understanding of the impact of gender inequalities on the economy, in the spheres of labor and in the informal sector | a) Design a hemispheric program on competitiveness and gender inequalities to seek funding<br>b) Prepare a position paper that analyzes and identifies specific strategies to raise competitiveness and productivity with consideration of the gender inequalities that affect women and the obstacles this places with respect to their potential<br>c) Generate a dialogue with OAS specialists in this area<br>d) Hold one panel a year in the frame of the annual forum of the OAS on competitiveness | • Rights and gender equality perspective integrated in the OAS forum of competitiveness<br>• Program document prepared and presented to potential donors<br>• Position document prepared and disseminated | CIM, Secretariat for Integral Development, IDB, UN Women, Women's Mechanisms |
| **2.** Improvement of the development policies of micro, small and medium business based on the consideration of gender factors that condition opportunities, competitiveness and the development potential of women in selected countries of the Americas[39]. | a) Prepare a review of policies to support micro, small and medium MiSMEs enterprises in eight countries from the perspective of women in order to evaluate how these policies are contemplating gender inequalities and determinants in access and use of financial and non-financial services making it possible to identify strategies for gender equality, financial inclusion and improved business competiveness of women involved in those businesses<br>b) Expert consultation to assess the impact of gender determinants in the development of businesses and to prepare a proposal on measures and strategies that public | • Agreements for the integration the rights-based approach and gender equality perspective achieved in the dialogue with competent authorities<br>• Proposal prepared on measures and strategies for policies to support MiSMEs so they contribute to the | CIM, Secretariat of Integral Development, IDB, Women's Mechanisms, women's networks linked with micro, small and medium enterprises, Vital Voices |

2 39 The following criteria were considered to select countries in each of the outcomes: a) countries for which this theme is priority in their national policies for gender equality; b) countries prioritized by programs of the OAS Secretariat of Integral Development; c) countries that express their interest in working

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| | policies supporting MiSMEs should take into account so that women can develop their entrepreneurial potential in business development<br>c) Hold a dialogue with the competent authorities of MiSMEs in the countries of the Americas and the three subregional conferences (together with the Dept. of Economic Development) on the impact of gender inequality on the development of micro, small and medium enterprises, with governmental bodies, the main private institutions and women's networks working in the field of MiSMEs in the Americas.<br>d) Hold a hemispheric contest to identify and document the most successful initiatives of women-directed MiSMEs that have contributed to increasing their leadership, autonomy, and empowerment and leadership in the economic sphere in the family and community<br>e) Provide technical assistance to selected countries in the region so they can integrate the measures and strategies posed by the group of experts by and hemispheric conference | development of women's entrepreneurial potential in business development | |
| **3.** Policies supported for comprehensive support and social protection of women involved in economic activities in the informal sector, from rights and gender perspective in selected countries of the Americas | a) Make a documentary review of access of women involved in productive activities in the informal sector to social protection services, that maps the policies and social protection services currently available in selected countries of the Americas in order to define policies that ensure access or permit creation if they do not exist<br>b) Experts consultation on social protection policies for women involved in economic activities in the informal sector from the rights-based approach and gender perspective<br>c) Provide technical assistance to selected countries of the region so that the integration measures and strategies set out by the experts group and by the subregional | • Proposal prepared on measures and strategies for policies of comprehensive support for women involved in economic activities in the informal sector, from a perspective of gender and rights in selected countries of the Americas<br><br>• Community of practices created and lessons in the theme of policies and measures of | CIM, Secretariat of Integral Development, IDB, Women's Mechanisms, UNDP, ECLA |

on this particular theme; y d) countries that have fewer technical resources available to advance in the integration of right-based approach and gender equality in this theme.

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| | conferences<br>d) Promote the creation of a community of practices and lessons in the theme of policies and measures of social protection for women in the informal sector | social protection for women in the informal sector created and underway | |
| **4.** Labor and competitiveness policies promoted and strengthened with rights-based approach and gender perspective in selected countries of the Americas and in the frame of the Inter-American Conference of Ministers of Labor (IACML)) | a) Make an assessment of the impact of political policies with gender perspective in reducing gender inequalities and generating new opportunities for women in the eight countries of the Americas<br>b) Expert consultation to identify policies and strategies that make it possible to reduce gender inequalities and generate new opportunities for decent work for women<br>c) Hold a dialogue on policies for decent work at the subregional level in order to agree on an agenda and/or plan with specific goals in this area, based on the results of the study and results of the consultation of experts<br>d) Provide technical assistance for selected countries in policies and strategies for accelerating the reduction of gender inequalities and the generation of new opportunities for decent work for women<br>e) Establish a community of practice and lessons in policies and strategies that make it possible to accelerate the reduction of gender equalities and the generation of new opportunities for decent work for women | • Assessment made of the impact of labor policies with gender equality perspective on the reduction of gender inequalities and the generation of new work opportunities for women in eight countries of the Americas<br>• Proposal prepared on policies and strategies for accelerating the reduction of gender inequalities and the generation of new opportunities for decent work for women<br>• *Action plan based on the results of the study and the results of the expert consultation | CIM, Secretariat of Integral Development, ILO, Women's Mechanisms |
| **5.** Agenda and rights-based approach and gender equality perspective promoted in the "OAS Private Sector Forum" to foment equal opportunity and women's competitiveness in the development of new business schemes and in employment in the | a) Identify the most relevant themes for the elimination of gender inequalities in the agenda of the "OAS Private Sector Forum".<br>b) Hold internal consultation with those who coordinate the Forum in order to define the agenda of options for participation in coming forums and the possible themes to address from the perspective of gender and women's rights<br>c) Develop a concept paper on positioning gender inequalities and the agenda of women in priority themes and in the action of the private sector in the Americas<br>d) Hold a hemispheric conference on equal opportunity and | • Rights-base approach and gender perspective integrated in OAS Private Sector Forum<br>• Concept paper on positioning prepared | CIM, Secretariat of Integral Development, IDB, Women's Mechanisms |

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| countries of the Americas | the competitiveness of developing women in new business schemes and in employment in the countries of the Americas | | |
| **6.** Institutionalization of a rights and gender equality perspective in the most strategic areas of the OAS Secretariat of Integral Development through a collaboration agreement | a) Prepare an analytical document that identifies gender inequalities affecting women in the economic sphere in the areas and themes in which the OAS works, as well as the conditions women have for the exercise of the DESC in the current context, as frame of reference for the policy dialogues<br>b) Generate a theoretical dialogue on gender inequalities and DESC of women in the current economies in LAC, as well as on the regulatory frame and public policies in the countries of the hemisphere on this theme<br>c) Together with each Secretariat, identify the priority thematic areas for working to integrate a rights-based approach and gender equality perspective<br>d) Prepare a work and collaboration plan together in order to integrate the perspective in priority areas<br>e) Strengthen the technical capacity of the Secretariats for integration of the perspective<br>f) Facilitate and assist technical dialogue among the Secretariats and their counterparts<br>g) Establish alliances with universities, cooperation entities and nongovernmental organizations working on the economic development agenda in the context of the crisis and women's economic rights in LAC and Spain<br>h) Hold the first "hemispheric forum for dialogue on policies and strategies for economic and social development from the vantage of women" | • Work plan prepared and underway<br>• Analytical frames of reference prepared and institutionalized<br>• Professionals of the OAS Secretariat of Integral Development trained in rights-based approach and gender equality perspective in the economic sphere | CIM and Secretariat of Integral Development of the OAS |

**Multidimensional security from the perspective of gender equality**

*Goal*
Formulation and implementation of a hemispheric agenda on citizen security from a rights-based approach and gender equality perspective, that

prioritizes protection of women's human rights and their participation at all levels in the security sector, particularly in the formulation of policies and decision-making in the sphere of security, for the construction of a democratic, transparent and effective security

| **Outcomes at the Level of Effects** | **Main Actions** | **Results Indicators** | **Responsible and Collaborating Bodies** |
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| **1.** Contribution to the construction of a hemispheric agenda on citizen security from a rights-based approach and gender equality perspective, from the vision and experience of women | a) Develop a position paper on citizen security from a rights and gender equality perspective that serves as the basis to orient dialogue/s on public policy in this area<br>b) Establish a high-level hemispheric political forum on citizen security from a rights-based approach and gender equality perspective, with the participation of national mechanisms for the advancement of women and representatives of the public security ministries in order to support processes of debate, sharing of experiences and formulation of public policy; | • Document developed, validated with key partners and widely disseminated<br>• Political forum encounter held<br>• Forum support documents<br>• Hemispheric and national security forums that incorporate themes related to rights and gender equality<br>• National women's mechanisms that initiate work on the theme of citizen security as the result of their participation in the forum | OAS (CIM/IICHR/SMS), UNDP, UN Women, RESDAL, GTZ, FLACSO |
| **2.** Institutionalization of a rights-based approach and gender equality perspective in the follow-up activities to the Declaración de Seguridad in the Americas | a) Conduct a needs assessment i) within the OAS; and ii) with the public and relevant security entities in selected countries in terms of the integration of rights-based approach and gender equality perspective in their work<br>b) Produce and disseminate materials of information, awareness and training in response to the gaps and needs identified in the assessment to facilitate integration of the rights-based approach and gender equality perspective, as well as women's participation in the security sector<br>c) Develop processes of training/capacity strengthening | • Methodology and final report on the needs assessment<br>• Information materials produced and disseminated<br>• Training materials produced and used in entities/specific events<br>• Documents of the OAS (CIM, | OAS (CIM/IICHR/SMS), UNDP, UN Women, RESDAL, DCAF, OSCE/ODIHR |

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| | and/or dialogue with entities of the security sector, civil society and international community in the selected countries | IICHR and SMS) that address/incorporate the theme of citizen security from the IICHR and SMS<br>• Number of institutions in the security sector that integrate rights and gender equality perspective in their policies, programs and operational norms | |
| **3.** Support for women's participation at all levels of the security sector, particularly in processes of policy formulation and decision-making in the sphere of security | a) Convene a meeting of women leaders (at the national and local level) in the Americas on citizen security from a rights-based approach and gender equality perspective<br>b) Prepare materials of information, awareness and/or training to support influencing by women leaders in the sphere of security (negotiation, communication, relation with the media, political dialogue, etc.)<br>c) In some selected countries (at least 2 per region), organize awareness-raising /training sessions of women leaders (at the national and local level) in citizen security and democratization of the security sector | • Documents prepared for the meeting<br>• Information materials produced and disseminated<br>• Training materials produced and used in entities/specific events<br>• Women leaders that incorporate the theme of citizen security in their work<br>• Women that participate in formal decision processes in the theme of citizen security | -OAS (CIM/IICHR/SMS), UNDP, UN Women, International IDEA |
| **4.** Capacity of civil society, particularly women's organizations, strengthened to dialogue and monitor the security sector from a rights and gender equality perspective | a) Prepare materials for awareness-raising/training in monitoring the security sector from a rights and gender equality perspective, directed at civil society organizations, especially women's organizations<br>b) In some selected countries (at least 2 per region), organize awareness-raising/training sessions for specific entities of civil society, particularly women's organizations, on monitoring the security sector from the rights and gender | • Information materials produced and disseminated<br>• Training materials produced and used in entities/specific events<br>• Civil society groups that initiate formal activities of dialogue or | OAS (CIM/CIDH/SMS), UNDP, UN Women, DCAF |

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| | equality perspective<br>c) Establish a mechanism of continuous (virtual) dialogue in order to provide follow-up on awareness/training sessions and to share information and experiences | monitoring with the security sector | |

**Human rights of women**

*Goal*
Improvement of the guarantees and protection of women's human rights from a vision of diversity and interculturality

| Outcomes at the Level of Effects | Main Actions | Results Indicators | Responsible and Collaborating Bodies |
|---|---|---|---|
| **1.** Women's human rights perspective adopted in the hemispheric processes of political dialogue and in inter-American jurisprudence | a) Conduct a hemispheric assessment on: i) the legal and political framework of women's human rights at the national and international level; ii) women's capacity to exercise these rights in practice<br>b) Convene a meeting of an experts group on public policy from a human rights-based approach to validate the results of the assessment and prepare a proposal on indicators for monitoring the civil, political, economic and social citizenship of women<br>c) Using the political forum of the CIM, convene a hemispheric debate on public policy for women's rights among relevant representatives of the governments, civil society and the academic sector to validate and operationalize the proposed indicators | • Information compiled to feed a baseline<br>• Indicators established for the baseline, based on the information compiled for the baseline<br>• Baseline validated by the participants of a forum and operationalized at the OAS/CIM level<br>• Concrete inputs prepared for influencing policy formulation processes from the approach of human rights and gender equality | OAS(CIM/IICHR/SMS ) UN Women, ECLA |
| **2.** Strengthen national capacities of the national women's mechanisms and civil society | a) Conduct a needs assessment i) with the national mechanisms; and ii) with key partners of the civil society in elected countries on women's human rights and influencing public policy | • Concrete information on existing needs concerning influencing processes of policy formulation from a rights and | OAS (CIM/IICHR/SMS), UN Women, ECLA |

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| organizations to monitor the exercise of women's rights and the implementation of laws and national and international policies in selected countries (at least 2 per region) | b) Prepare awareness/training materials on women's rights and on influencing public policy, aimed at national mechanisms for women's advancement and civil society organizations in the selected countries<br>c) Develop processes of training/capacity strengthening and/or dialogue on women's rights and influencing public policy aimed at national mechanisms for women's advancement and civil society organizations in the selected countries<br>d) Establish a mechanism for ongoing dialogue (virtual) to provide follow-up for awareness-raising/training sessions | gender equality perspective<br>• Hemispheric community established for monitoring and continuous evaluation of public policy formulation and execution from a human rights and gender equality approach | |
| **3.** Incorporation of the Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women (Convención de Belem do Para) in inter-American jurisprudence, and its implementation, monitoring and evaluation at the national level, through the Follow-up Mechanism to the Convención de Belém do Pará (MESECVI) | a) Organize a public information campaign to increase the visibility of MESECVI<br>b) Establish concrete alliances with civil society organizations in order to work with MESECVI and strengthen its capacity to perform this work<br>c) Prepare a guide for the preparation of reports for MESECVI and disseminate it among the States Parties<br>d) Prepare a document on precedents (good practices, exemplary cases, etc.) of gender-aware justice in the region and disseminate it among relevant authorities in the justice sector<br>e) Based on this document, prepare a guide on gender-aware justice<br>f) In the selected countries, organize awareness/training sessions for judges, prosecuting attorneys and other judicial staff about gender-aware justice | • Increased awareness about the operation and usefulness of the MESECVI<br>• MESECVI operates with a greater number of key partners in different sectors<br>• Greater participation of States Parties in ordinary operations (Multilateral Evaluation Rounds) of MESECVI<br>• The cases and decisions of inter-American jurisprudence reflect greater awareness of the principles of the Convención de Belem do Para | OAS (CIM/IICHR/SMS), UN Women, ECLA, ILANUD, American University |
| **4.** Intercultural vision promoted of women's rights in a context of democratic governance | a) Prepare a study in at least one country or region on the intersection of gender with other variables (ethnicity, race, religion, age, sexual orientation, migratory status, physical capacity, etc.)<br>b) Within the political forum of CIM, arrange a debate on | • Information materials produced and disseminated<br>• Training materials produced and used in entities/specific | OAS (CIM/IICHR/SMS), UN Women, CEPAL |

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| | interculturality and women's rights | events<br><br>• Civil society groups that initiate formal activities of dialogue or monitoring with the security sector | |

**Institutionalization of the rights-based approach and gender equality perspective**

*Goal*
Institutionalization of the rights-based approach and gender equality perspective in processes of planning, programming, and execution of programs of the OAS and in its main forums, ministerial meetings and human resource management

| **Outcomes at the Level of Effects** | **Main Actions** | **Performance Indicators** | **Responsible and Collaborating Bodies** |
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| **1.** Preparation of an institutional policy for gender equality within the OAS that has the rules and necessary guidelines for concretizing and institutionalizing a rights-based approach and gender equality perspective within the OAS, in<br>• The Secretariats<br>• Human Resources<br>• DPE/CEP<br>• Work Commissions/Groups of the Permanent Council | a) Conduct an internal consultation for preparation of the policy<br>b) Compile the results of previous consultations<br>c) Review the experiences of the UN ILO and World Bank in institutional policies for gender equality<br>d) Create an internal working group for the preparation of the institutional policy on gender equality inside the OAS<br>e) Prepare a policy proposal with the Secretariats of the OAS and with Human Resources | • Results of consultations and the recommendations derived systematized<br><br>• Proposal on institutional policy for gender equality within the OAS, both in human resources and in the work the organization prepares | CIM, OAS Secretariats and Human Resources |

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| • Other internal work groups | | | |
| **2.** Integration of rights and gender equality perspective in the six main hemispheric forums of the OAS that are relevant for advancing women's equality | a) Generate a dialogue with the teams that coordinate the six focalized forums of the OAS (competitiveness, labor, social development, sustainable development, private sector and justice)<br>b) Establish collaboration agreements and a work plan systematically ensuring CIM's participation in the six forums of the CIM<br>c) Present position papers for each forum on its specific theme and the implications of gender inequalities<br>d) Provide technical assistance and collaboration for the development of the forums | • Rights and gender equality perspective integrated in the forums of the OAS for competitiveness, labor, social development, sustainable development, private sector and justice<br>• Level of CIM presence in the six OAS forums selected | CIM, OAS Secretariats |
| **3.** Preparation of a conceptual, methodological, and instrumental frame of reference to orient the integration of rights-based approach and gender equality perspective in each of the four OAS pillars, and institutionalization | a) Review the visions and approaches that are being implemented, as well as the analytical frameworks and positioning that currently orient the actions of the four pillars of the OAS<br>b) Prepare four analytical positioning documents on the four central themes of the Strategy Plan, making it possible to improve understanding of the implications of gender inequalities for policies in each of the OAS' thematic areas: women's human rights; women's political citizenship; governance and democracy; multidimensional security from a dimension of gender; and citizenship and economic security of women<br>c) Hold dialogues/sessions of internal reflection with the specialists in each area ( "brown bag lunch" type) in order to disseminate the approaches developed in the four documents<br>d) Publish the documents prepared and disseminate them | • Four analytical positioning documents on the four central themes of the Strategic Plan prepared and disseminated<br>• Internal dialogues with specialists held | CIM, OAS Secretariats |
| **4.** Creation of a high-level institutional mechanism of follow-up, observation and support for the application of the gender equality | a) Define the functions, role and operation of the institutional mechanism<br>b) Convene the first meeting of the mechanism to discuss the proposal on role and functions<br>c) Design a system of monitoring and evaluation on actions | • Mechanism established and operating<br>• Monitoring and evaluation system designed and established | CIM, OAS Secretariats |

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| policy and the institutionalization of the perspective of human rights and gender equality in the OAS | in compliance with the gender equality policy, as a work instrument of the mechanism<br>d) Hold work sessions every three months, with annual reports | • Annual reports prepared | |
| **5.** Build institutional capacities to orient the integration of the rights and gender equality perspective in OAS actions, with each Secretariat of the institution | a) Generate a technical dialogue with each Secretariat of the OAS on specific problems, regulatory frame and public policies existing in the countries of the hemisphere<br>b) Identify together with each Secretariat the priority technical areas of work to integrate rights and gender equality perspective<br>c) Prepare a work and collaboration plan together in order to integrate the perspective in the prioritized areas<br>d) Strengthen the technical capacity of the Secretariats in order integrate the perspective<br>e) Facilitate and assist technical dialogue between the Secretariats and their partners | • Number of professionals in the four OAS Secretariats with the capacity of integrating the rights-based approach and gender equality perspective generated in their respective areas of work | CIM, OAS Secretariats |

## 6. STRATEGY FOR EXECUTION

The strategy defined for the implementation of the Plan is based on the lessons of the IAP in the last decade, as well as in recent experiences of CIM in its work within the OAS. Following are elements that define the strategy orienting the Plan's execution:

a) The institutional repositioning of the CIM as political forum for women's human rights in the hemisphere

b) Influencing hemispheric forums of debate on OAS policies with the agenda of rights and equality between women and men, in particular those of competitiveness, work, social development, private sector, security, sustainable development and others

c) Alignment and linkage with OAS priorities and actions in the most substantive areas for advancing women's human rights

d) Coordination and linkage of Plan actions with the OAS Secretariats and other bodies, such as the Secretariat of Political Affairs, the Secretariat of Integral Development, the Inter-American Commission on Human Rights (IICHR), the Secretariat of Multidimensional Security, and other relevant entities for the achievement of the results. As partners in the countries there are the National Mechanisms for the Advancement of Women, with the networks of nongovernmental organizations, as well as the gender study programs in the universities of the hemisphere

e) Institutionalization of the rights-based approach and equality between women and men that uses the dimension of gender as a means or instrument, not an end

f) Promotion and support for cooperation among countries to accelerate the achievement of policies for women's equality and compliance with binding Conventions in the countries that have ratified them

g) Provision of technical assistance within the OAS and the Member States in capacity building for the formulation of public policies from a perspective of rights as well as to implement gender equality policies in the different areas of the OAS agenda

h) Creation of synergies in order to seek alternatives and innovative solutions to gender inequalities in the central themes through the establishment of bridges between key sectors to mobilize women's rights, such as governments, the private sector, academia and civil society.

i) Establishment of strategic alliances with internal cooperation agencies that work in the four areas making up the Plan

j) Development of analytical studies and assessments that provide state-of-the-art, good practices and the challenges and future perspectives in each one of the themes that the Plan will address

k) Development of a hemispheric competition to identify the most successful initiatives in the elimination of inequalities in policies and programs in the four areas of the Plan, and the creation of a prize for innovation in the development of new visions in the field

l) Support for the training capacities in OAS to implement a perspective of women's economic rights in the strategic areas prioritized by the program.

**Approach of the CIM Strategic Plan *2011-2016***

This Plan will conceptually and methodologically have a rights-based approach and gender equality perspective, restoring the specificity of human rights of women in the broader frame that the international and inter-American Conventions have enabled, which are the binding normative referent to harmonize national legislation in the area of women's rights, This approach also makes interrelations between the genders, class, ethnicity, age, geographic location, sexual orientation and physical capacity central as factors that condition and form people's possibilities and opportunities in the economic, social, political, and cultural arenas.

***Approach of rights and gender equality in policies and programs***

The democratic system, its legitimacy and exercise are ruled under a State of Law, with the end of guaranteeing, protecting, and broadening the citizen's rights of people, men and women. In this frame and with the objective of aligning and harmonizing CIM actions to the normative frame, both the universal system and the inter-American system in relation to women's human rights contemplated in biding international juridical instruments, a perspective will be implemented enabling these rights to be operationalized in policies and programs.

The importance of the *rights-based approach* lies in restoring the enforceability and justiciability of those rights and in making accountability toward women transparent, identifying the bearers of the rights and the bearers of the obligations (who are responsible for guaranteeing them and protecting them.)

The implementation of a rights-based approach and gender equality perspective entails analysis in appraising the specific problems that are addressed from the prevailing conditions for the exercise of women's human rights and from the dimension of gender inequalities; the directionality toward change in the definition of the results and goals in order to eliminate gender inequalities and ensure the exercise of rights; and the identification of effective strategies and indicators of rights for monitoring and evaluation. The operationalization of the rights perspective signifies considering those rights in processes of planning, programming, and in the design of policies, strategies and programs.

## 8. MONITORING AND EVALUATION

The CIM *Strategic Plan 2011-2016* will be evaluated internally at the end of each year, based on the establishment of an institutional baseline on the OAS serving as point of departure for the annual evaluation. During the first five months of the Plan a monitoring and evaluation system will be designed based on the institutional conditions for execution of that system. The information the system generates will be the input for feedback on execution, along with the annual and final evaluations.

An external mid-term evaluation will be made at the end of the third year of execution (2013), with key players involved in the Plan's execution. The mid-term evaluation will consider the following: i) progress made toward development of the expected outcomes, as well as the constraints and limitations encountered; ii) the effectiveness of the execution strategy and whether any corrections are necessary; and (iii) lessons learned from execution at the moment of the evaluation.

For monitoring and supervision of execution an institutional mechanism will be established for follow-up and supervision of the Plan's implementation, along with a monitoring and evaluation system, which

also responds to the decisions of the CIM Steering Committee (Third Ordinary Meeting, February 2010)[40].

The participation of the Secretary of CIM in the Project Evaluation Commission and in its Work Group allows CIM to have an influence on the gradual integration of the rights-based and gender equality approach in the OAS projects and programs presented to donors for funding.

3 40 For more information see doc. CIM/CD/doc.27/10, *Acuerdos Adoptados, Comisión Interamericana de Mujeres*, February 2010.