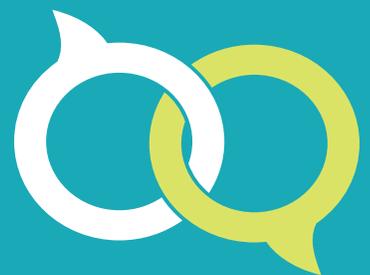


# GENDER-RESPONSIVE ASSEMBLIES

*An Agenda for Concrete Action*



INTERNATIONAL  
**GENDER**  
CHAMPIONS



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**The Gender-Responsive Assembly Toolkit** is intended for all **actors that drive change** within organizations, including Director-/Secretary-Generals, Secretariats, Member States, civil society and staff. As **International Gender Champions**,\* **through the work of the IGC Representation Impact Group**, we aim to encourage the collaboration and mindset that will ensure international assemblies advance gender equality.

We **undertake to uphold common standards for gender-responsive assemblies** by sharing current actions on agenda-setting, participation, governance, working environment, and decision-making which, when used collectively, can work as a system to accelerate, achieve and sustain gender equality.

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**Heads of Organizations**

**This toolkit is for you** to raise gender equality higher on your organizational agenda. Please join your peers and direct your Secretariats to **apply the most pertinent and transformative parts of the toolkit** to your assemblies as you strive actively for parity.

**Secretariats & Governing Bodies**

**This toolkit is for you** to help achieve parity by sharing **examples of current good practice** and **short and long term mechanisms** for evermore inclusive and effective assemblies.

**Member States & Civil Society**

**This toolkit is for you** as you **interact**, as a Chair or as a member/observer. Please **help lead this work** to mainstream the concepts and ensure our Assemblies are the Gender Responsive environments they must be if the world is to achieve the Sustainable Development Goals by 2030 and live in a gender equal and inclusive society.

## About the Gender-Responsive Assembly Initiative

Assemblies are an important part of the work of any organization, especially those that are international and multilateral in scope. Assemblies set strategic direction and create forums for robust debate and effective agreements. These gatherings bring together world leaders and decision-makers from across the geopolitical spectrum, most of whom are men. And it is their decisions that have an impact on the lives of men and women, boys and girls, at the national level.

Gender equality objectives are placed high on the international agenda – through conventions such as CEDAW, Women, Peace and Security resolutions of the Security Council, and Agenda 2030 for Sustainable Development. These instruments call for action at the national level and set mechanisms for monitoring progress in these areas. But international decision-making processes still lack similar standards and accountability mechanisms to ensure that women's voices are heard equally and have proper influence.

## Criteria for a Gender-Responsive Assembly

Ensuring gender equality in spheres of power, influence and decision-making requires a holistic approach that looks at the institutional environment, decision-making processes and the rules of the game.

Through experience-sharing of the International Gender Champions we have identified common denominators and basic ingredients for success to be applied in the planning processes **before, during** and **after** an assembly:

- **An enabling and inclusive environment** for meaningful and substantive participation of women and the advancement of gender equality
- **Gender equality in participation and governance**
- **Deliberations and decisions that advance gender equality**

The toolkit highlights both **good practices** and **lessons learned** on what can and should be done to achieve consistent, measurable progress on the road to parity and gender responsiveness.

## Key to success

While there is no single way to achieve progress, it is clear that a **holistic approach** is required. Organizations can take incremental steps but by no means should they focus on only one single area. Measures tend to be mutually reinforcing.

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→ **Increasing the numbers of women in the room can have a positive impact towards making the environment and outcomes of an Assembly more gender-responsive.**

→ **Conversely, an agenda of work with a strong gender focus will encourage more gender balanced delegations.**

→ **Focusing only on numeric representation of women won't bring about effective change. Women and men must occupy key decision-making positions. Also, establishing dedicated spaces for women to strategize will enhance their ability to influence decision-making processes.**

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In each of these areas, efforts must always include a few key ingredients – to **institutionalize** measures to the greatest extent possible, **communicate** on goals and achievements, and ensure there are **clear and transparent mechanisms for monitoring, reporting and accountability**.

# Gender-Responsive Assembly Toolkit

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  - Design a communication strategy that is gender-responsive
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## Advance gender equality in deliberations and decisions

- Institutionalize gender equality as a standing item on official agenda
- Create a dedicated body to discuss gender equality issues

- Designate experts tasked with mainstreaming gender into programming
- Recruit high-level members to serve as gender focal points
- Engage an even wider range of influencer champions from within membership

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## During an Assembly

### Create an enabling and inclusive environment for meaningful and substantive participation by women and the advancement of gender equality

- Open with a strong statement regarding anti-harassment
- Provide prominent spaces for women delegates and mandate-holders
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- Institute gender-responsive / family-friendly arrangements
- Provide strategic spaces for women delegates
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### Gender equality in participation and governance

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- Raise awareness
- Engage in dialogue with delegations that have no or few women

- Provide incentives through priority speaking rights
- Institute voting incentives

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### Advance gender equality in deliberations and decisions

- Mandates for integrating a gender perspective

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## After an Assembly

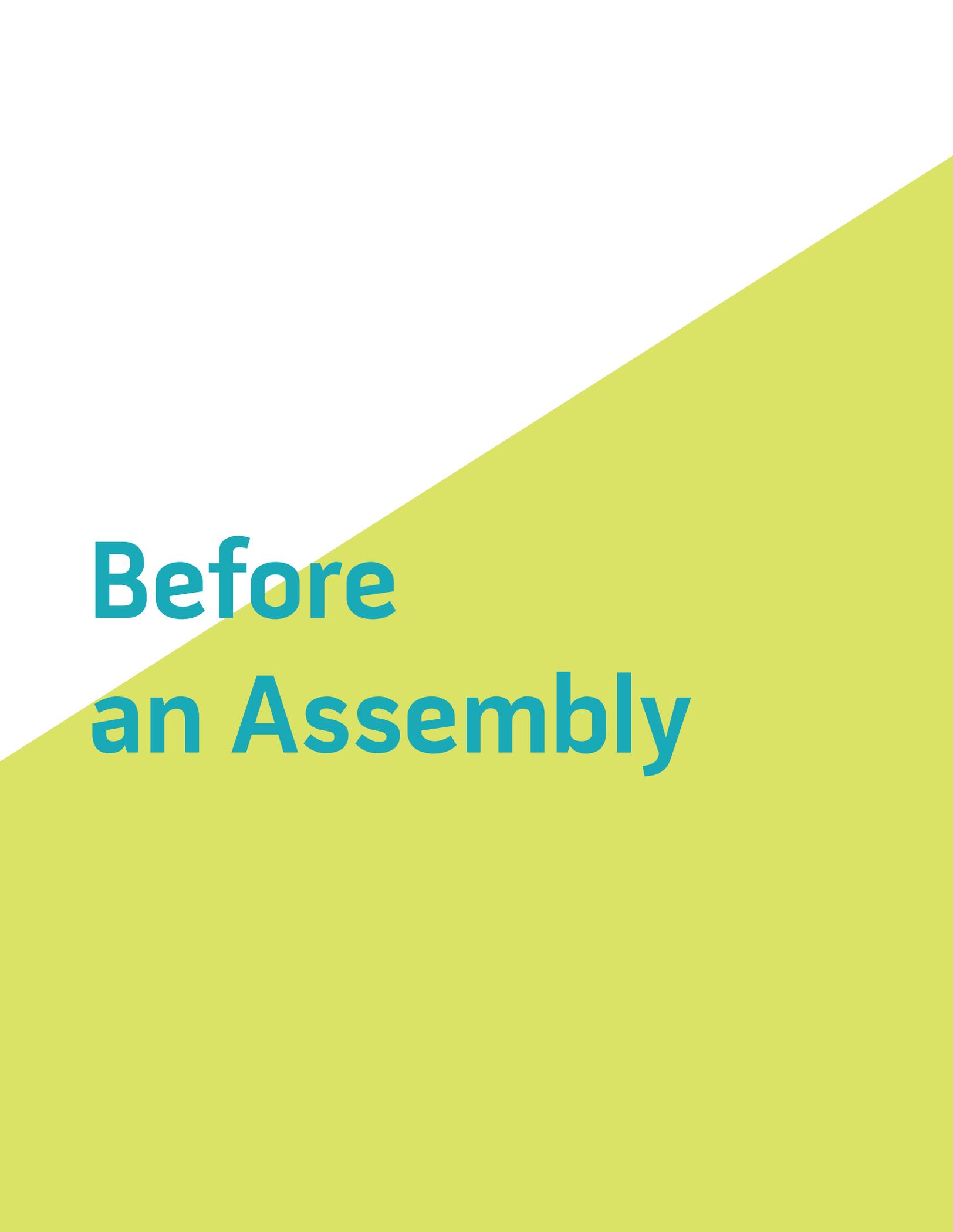
### Gender equality in participation and governance

- Reach out to Members that have not reached minimum target of female participation in delegations
- Collect, track and publish sex-disaggregated data and statistics on gender balance in delegations, bodies, and panels

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### Advance gender equality in deliberations and decisions

- Give visibility to the Assembly's gender equality related outcomes
- Create clear roadmaps to implement resolutions, decisions with a feedback loop to next Assembly
- Begin drafting new resolutions if necessary



# **Before an Assembly**

## Create an enabling and inclusive environment for meaningful and substantive participation by women and the advancement of gender equality

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### Demonstrate strong political will from the top (at political and executive level)

**Why?** Leadership that takes gender equality issues seriously is the single best predictor of success in achieving gender parity.

**How?** Set the tone early both within the organization and with the membership.

“As a Gender Champion, I am committed to foster gender parity in the work of the General Assembly, through the selection of co-chairs, co-facilitators and panelists of the various processes and events under my Presidency. I also encourage Member States to promote gender parity in their nominations for leadership positions within the General Assembly. Making our work at the UN more gender-balanced and inclusive will have a positive impact beyond these halls.”

President of the 73rd session of the UN General Assembly, Gender Champion, María Fernanda Espinosa Garcés

### Ensure Secretariats have an institutional mandate and resources to advance gender equality

**Why?** Secretariats need clear formal mandates from the top if they are to create the conditions for a gender-responsive assembly.

“We need a clear road map with benchmarks and time frames to achieve parity across the system, well before the target year of 2030.”

United Nations Secretary-General António Guterres  
System Wide Strategy on Gender Parity

**How?** Update or commission a Gender Action Plan, establish new policies, and pass effective Resolutions.

**Inter-Parliamentary Union (IPU)'s Gender Mainstreaming Strategy, Action Plan and Budgeting:** Several measures were taken to operationalize IPU's strategic objectives on gender equality in its 2012-2017 Strategy. In 2013, the Governing Council adopted a gender mainstreaming strategy. An action plan is monitored annually by a dedicated body, the Gender Partnership Group. In addition, the budget includes dedicated sections related to gender mainstreaming objectives.

**United Nations Office at Geneva (UNOG)'s Gender Action Plan:** Director-General and Gender Champion Michael Moller undertook to establish a Gender Action Plan for UNOG as part of his 2016 IGC commitments. Over the course of a year of consultation with staff and outside consultants a “fit for purpose” gender action plan was developed and launched. The policy is designed to establish an inclusive and enabling organizational culture free from gender bias and discrimination; to increase the share of women at all levels; and

to ensure gender equality and the empowerment of women in the work of the organization.

**World Meteorological Organisation (WMO)'s Gender Policy and Governance:** The policy stipulates that “policy-making organs, constituent bodies and top-level management will provide visible support, accountability and transparency to ensuring gender equality”, operationalized through a Gender Action Plan.

**United National Framework Convention on Climate Change (UNFCCC)'s Gender Action Plan:** The COP invited Parties to make additional efforts to achieve the goal of gender balance in UNFCCC bodies. The Plan “seeks to achieve and sustain the full, equal and meaningful participation of women in the UNFCCC process”.

**International Telecommunications Union (ITU)'s Resolution, Strategy, and Action Plan:** In addition to a resolution to mainstream gender in its work and within the organization, ITU's Governing Council endorsed a gender equality and mainstreaming strategy in 2013 and there is now an annual action plan which is presented to Council for endorsement.

One route is to establish a specific dedicated gender equal body within the Governing Council / Board / Executive Committee tasked with gender equality. This group must have the ability to influence meeting agendas, texts of resolutions or directives, as well as to monitor and evaluate progress.

**The IPU Gender Partnership Group** ensures the interests and visions of **both women and men** are represented. The group is comprised of two women and two men members of the Executive Committee and reports twice a year to the Governing Council.

**An Advisory Panel of Experts** on Gender Mainstreaming sits under the Executive Council and oversees implementation of the Gender Equality Policy and Gender Action Plan. (WMO)

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**Create a dedicated gender equality body**

**Why?** The task of advancing gender equality must rest on the membership in order to gain political buy-in and effectiveness.

**How?** Establish a dedicated body tasked with promoting gender equality in the organization, monitoring progress and ensuring accountability through regular reporting to members and governing bodies.

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**Build internal gender mainstreaming mechanisms**

**Why?** In order to operationalize commitments, gender equality objectives need to be mainstreamed in the work of all governing bodies and the executive office.

**How?** Establish internal arrangements including partnerships among staff and internal guidelines and accountability mechanisms.

**Build gender partnerships among staff**  
Couple a **gender champion at the top management** level with a **secretariat member** to make gender equality an organizational priority, mainstream processes and allow initiatives to go ahead.

Empower **partnerships** of both **women and men members of the Secretariat** to influence and advance the agenda together. (WMO).

**Move the gender team** to the same floor as the **Assembly/Governing Bodies Secretariat** with full access.

### **Provide guidance and tools to staff**

The IPU Secretary General Guidance Note on “Pursuing gender parity on panels” sets a gender parity target (aim for 50/50 and have at least a 40/60 ratio) and includes a checklist for use by staff when organizing panels and meetings.

### **Ensure accountability**

Managers should report on their teams’ gender mainstreaming efforts and achievements in relation with Assemblies.

An Advisory Panel of Experts on Gender Mainstreaming sits under the Executive Council and oversees implementation of the Gender Equality Policy and Gender Action Plan. (WMO)

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## **Set dedicated policies to tackle harassment and sexism**

**Why?** Organizations are now increasingly aware of the importance of sending a clear signal regarding sexist conduct and sexual harassment in environments that are predominantly male. Organizations should foster safe and inclusive working environments for all individuals. It is important to set a clear, zero-tolerance policy regarding sexist conduct and sexual harassment.

**How?** Gather data on prevalence and perception of sexist conduct and harassment; adopt codes of conduct, establish adequate mechanisms to report, respond, and communicate early on the issue.

### **Gather data and communicate on results**

Collect data on the prevalence of harassment experienced during Assemblies, and on perceptions and tolerance towards sexist behavior and harassment.

### **Adopt a harassment-free code of conduct and communicate the policy early and often.**

The Code of conduct for UNFCCC conferences, meetings and events spells out types of prohibited conduct, including conduct associated with sexual harassment, and the corresponding complaint procedure and sanctions. (UNFCCC)

### **Set up adequate implementation mechanisms.**

Establish confidential reporting and counselling, as well as enforcement mechanisms that exclude delegates who break the code.

### **Communicate on policy in invitation letters**

“IOM organized conferences are guided by high ethical and professional standards and a commitment to integrity, truthfulness and honesty at all times.

IOM is fully committed to the following values:

- Freedom from discrimination
- IOM promotes an environment that respects at all times the dignity, worth and equality of all people, without regard to race, gender, religion, colour, national origin, marital status, biological sex, gender identity,

sexual orientation, age, physical disability or political conviction.

- Freedom from harassment

IOM promotes an environment free of harassment, which the Organization has a duty to provide. Any form of discrimination or harassment, including sexual or gender harassment, as well as physical or verbal abuse is prohibited.

- Gender equality

IOM endeavors to uphold the equality of men and women and contribute to remove all barriers to gender equality.

As an invitee to an IOM organized conference we kindly ask you to adhere to these values in your interaction with all persons attending or involved with the conference.”

**Letter of Invitation — International Organization for Migration (IOM)**

**Clearly establish gender-responsive arrangements in the host country agreement.**

This can include anti-harassment protocols.

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- Design a communication strategy that is gender-responsive**

**Promotional material, audiovisual, case studies and publications** produced for the Assembly or Congress to be consciously diverse and gender-aware. (IUCN)

## Gender equality in participation and governance

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### **Set specific targets on women's representation and increase the targets until parity is reached**

**Why?** Specific targets allow for starting a discussion on measures to reach goals.

**How?** Measures can range from awareness-raising efforts to mandatory quotas.

#### **Staff:**

Apply gender parity as relevant criteria in the selection of organising staff, volunteers or governance bodies for the event as applicable. (International Union for the Conservation of Nature – IUCN)

#### **Governance :**

Integrate the requirement for gender balance in Terms of Reference of all new governance structures. (WMO)

- Include gender parity objective in guidelines for nomination of candidates. (IUCN)
- Actively encourage Members to nominate female/ male candidates for Council/ Commissions in cases where there is an imbalance in nominations. (IUCN)

- Set gender balance for candidates for President, Commission Chairs and Regional councilors. (IUCN, WMO)
- Executive Committee and Boards of Standing Committees to comprise at least one third of members from either sex. (IPU)
- Ensure an incremental approach, for newly established bodies mandate gender parity in the composition of their boards (one man and one woman per geopolitical group). (IPU)

#### **Delegates :**

Set targets to ensure that women comprise at least 30 per cent of each delegation, with the ultimate aim of a 50 per cent gender parity.

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### **To help arrive at Delegate Gender Parity**

#### **Provide financial and capacity-building support to women delegates**

Launch a **Women Delegates Fund (WDF) with priorities on travel support**, and training courses in **technical language and negotiations skills** that take place immediately prior to main negotiating sessions of the UNFCCC/ COP. (Women's Environment and Development Organization – WEDO, with donor countries)

In selecting a limited number of experts from developing and least developed countries to be funded to take part in their meetings **give preference to women/underrepresented experts who meet all the criteria for funding**. (United Nations Conference on Trade and Development – UNCTAD)

Organize a series of **two-day women's leadership workshops** targeted at female delegates to constituent body meetings. An 11 to 20 per cent increase in female representation has been registered at constituent body sessions coupled with such workshops. (WMO)

Establish **mentoring programmes** to support and encourage women in leadership roles such as ITU's Network of Women for WRC-19. (ITU)

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**Communicate early and consistently with membership on targets and gaps**

**Visualize the gaps** Harvest underutilized data on country delegations to high-level meetings into infographics to render visible the gaps and progress/ or lack thereof over time, seek high-level support, send out personalized invitation letters to high-level meetings and follow through with multiple measures. (International Labour Organization – ILO)

**Draft personalized texts from the Organization Head** encouraging gender-parity in all communications sent to Members during the pre-Assembly period.

“...Special attention is drawn to the section in the Conference Guide on “Gender parity”, which refers to the participation of women at the Conference and urges member States to include a higher percentage of women in their delegations with a view to achieving gender parity. As the enclosed infographic shows, only 28.78 per cent of participants who attended last year’s Conference were women. Almost 78 per cent of delegations

did not reach parity, with 12.5 per cent of delegation lacking women in leadership positions and 3.5 per cent of delegations including no women at all. I therefore make a personal call to you to step up your efforts to help achieve, or better yet exceed, the current aim of ensuring that women make up at least 30 per cent of each delegation, with the ultimate aim of gender parity”.

Extract of the ILO Director-General's letter to Member States at the 107th Session of the International Labour Conference

In invitations, IPU encourages gender balance on delegations. Afterwards, IPU writes to delegations registering single-sex delegations asking them to rectify the list. In most cases they do so before the Assembly starts.

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**Institutionalize gender balance on panels and among participants**

**Develop specific policies and guidelines** A set of guidelines includes a checklist for staff on how to achieve gender balance on panels (plan early and focus on expertise). (IPU)

Develop and provide specific guidelines to partner organizations or moderators on how to ensure active and equal engagement of all attendees. (IUCN)

**Include gender balance among speakers** as one of the nine criteria for side events. This process was instituted at COP23. The current criterion reads as follows: “Applicants will be asked to pledge to the commitment and indicate planned gender distribution of panellists during the application.” The actual composition will be recorded and reported after each COP. (UNFCCC)

## Advance gender equality in deliberations and decisions

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### Institutionalize Gender equality as a standing item on official agenda

Make it a general practice to include gender equality as an item on the agenda of all constituent body sessions (without an exception). (WMO, UNFCCC)

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### Create a dedicated body to discuss gender equality issues

The Forum of Women Parliamentarians is a statutory body that meets the day prior to each Assembly, and discusses issues on the agenda of the Assembly from a gender perspective. It encourages participants to raise gender issues in Assembly debates. (IPU)

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### Designate experts tasked with mainstreaming gender into programming

Assign a **gender focal point** in consultation with the Gender Taskforce to assist in the design of each stream of Congress activities.

This proactively provides guidance on how to mainstream gender to the programming leaders. (IUCN)

Propose **workshops and capacity building sessions** to the Call for Contributions that address the issue of gender from various perspectives (e.g., finance, policy, data, solutions, sustainability). (IUCN)

Have technical commissions and regional associations appoint a **gender custodian** whose role is to screen the agenda and documentation at meetings, identify relevant entry points for gender and diversity aspects, and ensure that they are considered and discussed. A requirement at WMO.

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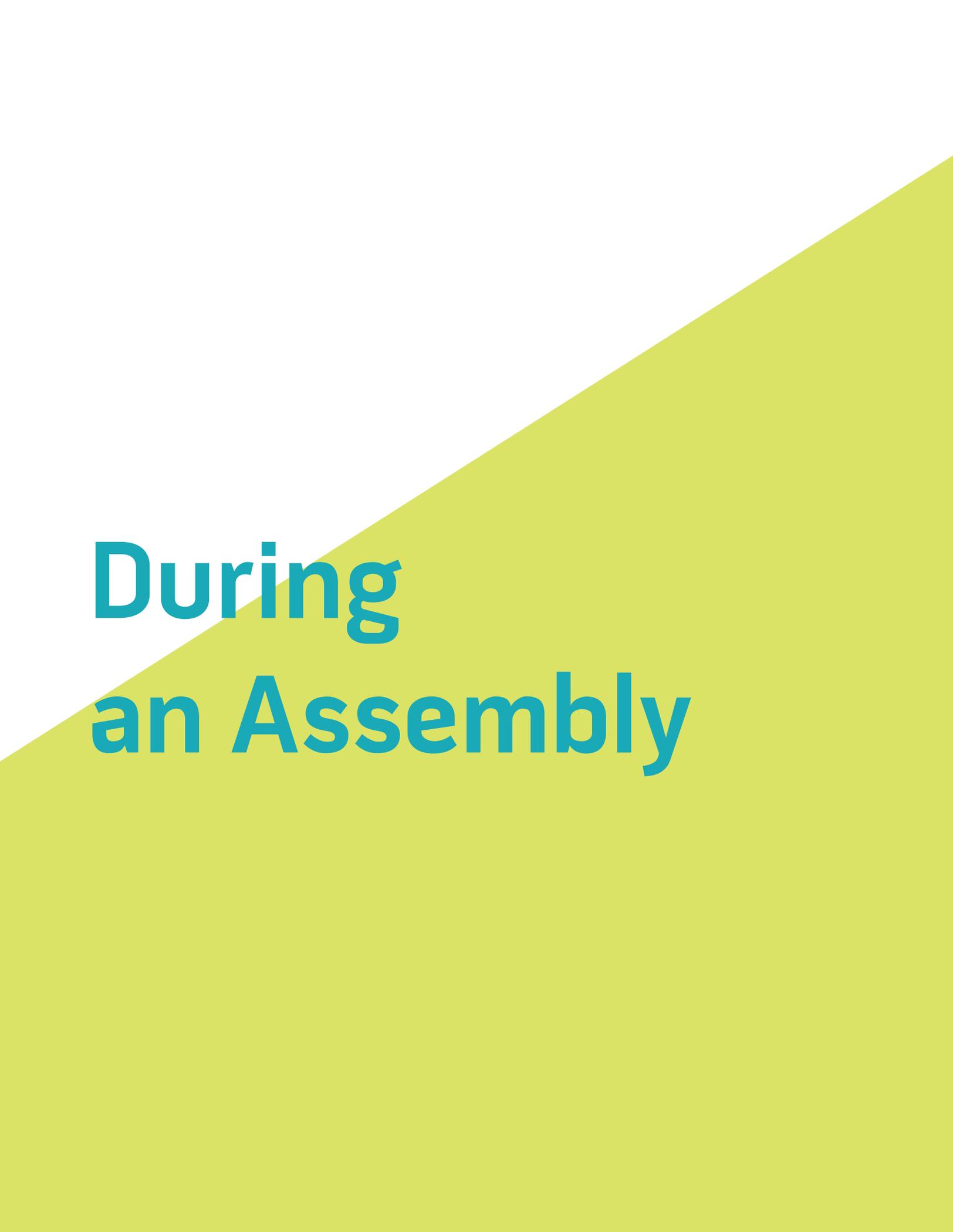
### Recruit high-level members to serve as gender focal points

Have high level members (including Vice-President and President) serve as gender focal points raising visibility and motivating others to take action. (WMO Executive Council)  
The Gender Partnership Group engages leadership members of the IPU, who in turn become custodians of gender equality policies. (IPU)

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### Engage an even wider range of influencer champions from within membership

Encourage member states to appoint women and men gender focal points. This is most effective if there is political support from the head of delegation and financial support to attend assemblies or training for focal points on clear roles and responsibilities.



# **During an Assembly**

## Create an enabling and inclusive environment for meaningful and substantive participation by women and the advancement of gender equality

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### Open with a strong statement regarding anti-harassment

International Gender Champion **Dr Tedros Adhanom Ghebreyesus**, Director-General of the **World Health Organization**, announced the organization's zero tolerance policy on harassment at the opening of the **71st World Health Assembly**: "Let me be clear. WHO has zero tolerance for sexual harassment, sexual exploitation, and abuse. That applies everywhere, from headquarters to the smallest country of Pce. I repeat, zero tolerance."

International Gender Champion **Guy Ryder**, Director-General of the **International Labour Organization**, said he supported Harassment Free Assemblies at the **2018 International Labour Conference**: "And it goes without saying that here at the Conference we will and must conduct our own work with the highest levels of ethical standards and respect for all. The ILO itself is acting vigorously to ensure that "Zero tolerance" of harassment in our own Organization is not merely a slogan but a reality backed

up by rights and effective mechanisms of protection."

International Gender Champion **Michelle Bachelet**, **UN High Commissioner for Human Rights** made a strong statement against any form of harassment at the opening of the 39th session of the **Human Rights Council**: "I know that centuries of prejudice and discrimination – against women, against the peoples of the Global South and many other discriminated and exploited groups – can be pushed back. This is work that has advanced in the past, and must move forward today."

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### Provide prominent spaces for women delegates and mandate-holders

The President of the IPU Bureau of Women Parliamentarians is a member of the high-level panel that opens the General Debates at Assemblies. She is also an ex-officio member of the Executive Committee.

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### Ensure that women and men members of Secretariat are equally represented in interaction with Member States,

whether as secretaries of committees or when presenting policies or interacting with delegates.

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### Institute gender-responsive / family-friendly arrangements

**Awareness Campaign. "I say no to sexism. What do you say?"** Awareness raising and active outreach campaigns to position a sexism-free zone and raise awareness of the harm done by casual sexism. Campaign logo prominently displayed at entrance of all meeting rooms, on trays at cafeteria and on screens of all telephones during major assemblies. (UNOG)

Establish programme of work to **avoid late meetings** that may impede participation by delegates with family/care duties.

Ensure **physical layout** and facilities at conference centres encourage participation by women – for instance, open breast-feeding rooms near major conference rooms at the Palais des Nations. (UNOG)

Ensure all **photos of the day** galleries show gender balance.

Secretariat to ensure that on the **website and Congress mobile app**, female and male speakers are promoted in a balanced way even if actual **gender balance** of speakers was not 50/50. (IUCN)

Assign **staff from Gender Office to work with the Global Communications Team** to ensure appropriate gender-responsive messaging. (IUCN)

Place one line in the **Daily Bulletin** each day **stressing that the Assembly is a harassment-free zone.**

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**Provide strategic spaces for women delegates**

Create networking opportunities for female delegates through informal consultative processes, targeted receptions and side-events. (World Health Organization – WHO)

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**Communications**

Feature gender issues in **daily newsletters** and other outreach. (IUCN)

Promote **gender-expert speakers** in interviews and media.

## Gender equality in participation and governance

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**Convey the importance of gender-equality in representation to Members**

The Chair can choose to give greater visibility to gender balanced delegations.

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**Track participation of women speakers**

ITU is using machine learning software to analyze assembly recordings in 6 official languages, isolate and remove the voice of the chair and determine the percentage of time of women's interventions. (ITU)

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**Highlight the data in plenary**

The Gender Partnership Group reports in plenary on the overall percentage of women delegates as well as on the list of single-sex delegations. (IPU)

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**Adopt resolutions that encourage higher participation**

Adopt a resolution and/or a decision urging Members to nominate more women to constituent bodies and their working structures and to include in delegations. (WMO)

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**Raise awareness**

Create a campaign flyer and dedicated stand at assemblies – Bend the Trend. (World Intellectual Property Organization – WIPO)

Organize a Gender Day with events and exhibits. In addition to plenary discussion on gender and related side events, infographics video to present trends in gender balance of key structures shown on screens throughout venue with profiles of prominent female leaders (role models) in the community. (WMO) (planning to repeat the initiative at next WMO Congress 2019).

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**Engage in dialogue with delegations that have no or few women**

The Gender Partnership Group holds bilateral meetings with delegations that have no women, and offers to support them in redressing the situation. (IPU)

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**Provide incentives through priority speaking rights**

The Gender Partnership Group holds bilateral meetings with delegations that have no women, and offers to support them in redressing the situation. (IPU)

A Parity Debate is organised annually by the Forum of Women Parliamentarians. The underrepresented sex among delegations is given priority on the speaker's list. (IPU)

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**Institute voting incentives**

The IPU Governing Council, its plenary decision-making body, has 3-person delegations. A single-sex delegation is permitted just two votes. Where single-sex delegations (of a Member) attend IPU Assemblies on three consecutive occasions, their voting rights are reduced by two and the number of delegates allowed is reduced by one. (IPU)

## Advance gender equality in deliberations and decisions

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### **Mandates for integrating a gender perspective**

Mandate that a gender perspective be mainstreamed into all deliberations and resolutions adopted by the Assembly, including propose gender-focused amendments to resolutions before they are debated and adopted. (Forum of Women Parliamentarians, IPU)



# **After an Assembly**

## Gender equality in participation and governance

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### Reach out to Members that have not reached minimum target of female participation in delegations

At the request of the ILO Governing Body, the ILO Director-General contacts, after every session of the International Labour Conference, members that have not reached a minimum target of 30 per cent female participation in delegations and requests that they provide reasons for not having reached the target and their strategies to achieve the target.

**Measure against progress** made at last Assembly.

### Collect, track and publish sex-disaggregated data and statistics on gender balance in delegations, bodies, and panels

Maintain a comprehensive Gender Database tracking the gender composition of all bodies and gender balance at constituent body meetings; make data publicly available and regularly present at governance meetings. (WMO)

Create a public online interactive Gender Dashboard tracking women in the Council and among Chairs, Vice-Chairs and members of each country delegation. (ITU)

## Advance gender equality in deliberations and decisions

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- Give visibility to the  
Assembly's gender equality  
related outcomes**

Communicate on commitments focusing on the need to ensure follow-up at the national level.

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- Create clear roadmaps  
to implement resolutions,  
decisions with a feedback loop  
to next Assembly**

In the agenda of future Assemblies, include an item for Members to report on action taken.

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- Begin drafting new resolutions  
if necessary**

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## ABOUT INTERNATIONAL GENDER CHAMPIONS:

**International Gender Champions** (IGC) is a leadership network that brings together female & male decision-makers determined to break down barriers to gender equality. A tri-partite group founded in Geneva in 2015, the Gender Champions are heads of international and non-governmental organizations and Ambassadors who pledge to no longer sit on single-sex panels, and make two additional, individual commitments to advance gender equality within their organizations. They report on their pledge and commitments through the IGC Annual Report and the Gender Champions website. IGC has Hubs in Geneva, New York, Vienna, Nairobi.

**IGC Representation Impact Group**, co-chaired by the Inter-Parliamentary Union (IPU), Sweden, and Women@theTable, drafted the Gender Responsive Assemblies Toolkit under the auspices of the International Gender Champions. One of several IGC working groups, it is comprised of IGC organizations and diplomatic missions that seek to galvanize the world community on issues related to the representation and influence of women in international fora, from the frontline to the corridors of power. Members of the IGC Representation Impact group contributing to this document are ILO, IOM, IPU, ISO, ITU, IUCN, OHCHR, UNAIDS, UNCTAD, UNFCCC, UNOG, WHO, WIPO, WMO, with special thanks to UN-Women.

**For more information: [genderchampions.com](https://genderchampions.com)**

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Inter-Parliamentary Union  
For democracy. For everyone.



Permanent Mission of Sweden  
to the United Nations