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CRRC-Georgia
Gender Equality Strategy and Action Plan
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Introduction

CRRC-Georgia is a non-governmental, non-profit research organization, which collects, analyzes, and publishes policy-relevant data on social, economic, and political trends in Georgia. CRRC-Georgia, together with CRRC Armenia and CRRC Azerbaijan, constitutes a network of research centers with the common goal of strengthening social science research and public policy analysis in the South Caucasus. The three centers were established in 2003 by the Eurasia Partnership Foundation (EPF) with financial support from the Carnegie Corporation of New York. In 2013, CRRC-Georgia was registered as an independent non-commercial legal entity.

CRRC-Georgia has more than 10 years of experience providing researchers, the government, donors, NGOs, and the private sector with data and analysis of critical trends and expectations in Georgia and across the region. CRRC Georgia provides research, analysis, and training using tested methodologies, which allow accurate comparisons between sectors, populations, and countries.

CRRC-Georgia constantly mainstreams gender into its activities through the use of gender-sensitive language and gender-specific data collection and analysis. Hereby, majorities of its staff and contractors are women, including some of the managing positions. In order to integrate gender perspective further in its work, CRRC-Georgia has developed this gender equality strategy and action plan. Gender equality strategy (hereinafter- Strategy) and action plan are based on the Constitution of Georgia, international agreement and treaties of Georgia, national legislation of Georgia, and political documents on gender equality and women's empowerment.

The strategy is based on the international human rights instruments Georgia has nationalized and follows closely UN Women's Empowerment Principles, and gender mainstreaming principles developed by EU's European Institute for Gender Equality.

This strategy and the action plan are also based on national legislation of Georgia, including the law of Georgia "On Gender Equality", the law of Georgia "On Elimination of All Forms of Discrimination", the law of Georgia "On Violence against Women and/or Elimination of Domestic Violence, Protection, and Support of Victims of Violence". The strategy also includes international instruments, standards, and good practices for gender equality in the workplace and the empowerment of women.

The strategy defines the vision, goals, and objectives of CRRC-Georgia in the scope of its competence, while the action plan stipulates specific activities in order to achieve the goals and objectives set under the strategy. The strategy was developed in 2022.

National Legal and Policy Context

Georgia, as a member state of both the UN and Council of Europe, has ratified certain major international and regional conventions, such as the UN Convention on the Elimination of All Forms of Discrimination against Women, Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence, International Labor Organization major conventions dedicated to gender equality issues are the workplace, and Beijing Declaration and Platform for Action. Georgia has committed to SDGs, nationalizing all 17 goals, including Goal 5 – to achieve gender equality and empower all women and girls, including via the elimination of all forms of violence against all women and girls in public and private spheres. Moreover, the state of Georgia has made certain commitments in the frame of the harmonization process with EU standards and legislation.

Among others, these commitments reinforce equal remuneration for work of equal value, equal opportunities and equal treatment for women and men in employment and professional activities, prohibit discrimination, protect maternity rights, and establish equal opportunities and equal working conditions for women and men workers with family responsibilities, requires parties to develop employment and labor policies, which will promote women’s empowerment, elimination of sexual harassment and other types of discrimination at the workplace, integration of gender analysis in employment policy, and women’s participation and leadership at decision-making authorities.

The Constitution of Georgia secures universally recognized human rights and freedoms, and gender equality, and prohibits discrimination of any kind. To fulfil these commitments, specific regulating acts and policies have been designed in recent years, such as the Law on Gender Equality (2010) which defines the concepts of harassment and sexual harassment in the context of employment, and the Law on the Elimination of All Forms of Discrimination (2014) aimed at ensuring equal rights of every natural and legal person under the legislation of Georgia, irrespective of sex and gender identity, among others. In 2019, the law regulating sexual harassment in public spaces and the workplace was also adopted and the issues of sexual harassment against women were integrated into a national strategy and action plan for the elimination of violence against women. The Georgian Labour Code also regulates discrimination in the context of employment and defines harassment as a form of discrimination.

Organizational Context

In their day-to-day operations, CRRC-Georgia's staff follow CRRC-Georgia's Policy and Procedures which, in its turn, are based on human rights and gender equality approaches. Different sections of Policy and Procedures address different gender related issues in the operation and management of the organization.

The section on Employee Rights and Responsibilities sets the standard for an equal employment opportunity, stating that CRRC-Georgia recruits, hires, promotes, terminates, and performs all decisions as they relate to the employment of staff without regard for race, nationality, religion, sex, marital status, disability, or any other issues other than professional qualifications.

The section on Work Standards sets values and obligations to maintain a workplace free of harassment and sensitive to the diversity of its staff, where any kind of harassment and offense based on age, sex, sexual orientation, religious or political beliefs, national origin, or disability is prohibited, and complaint mechanisms are at place.

The section on Pre-Award Grants Procedures sets obligations for gender analysis in any kind of background research for competition justification, encourages applicants that have instituted gender mainstreaming as an organizational strategy when to submit proposals, and obliges them to present gender analysis of the proposed problem when requesting proposals, while partners in partnership projects must commit to gender mainstreaming guidelines. In the process of submitting proposals, CRRC-Georgia itself is also obliged to follow the gender mainstreaming guidelines.

CRRC-Georgia's Policy and Procedures also set criteria for evaluation of CRRC-Georgia's program performance which includes a collection of data disaggregated by gender, while formative evaluation considers examining how the organization is adhering to gender mainstreaming requirements.

Last but not least, adherent to Georgian law, pregnant women employees are entitled to a total of 447 days of maternity leave for pregnancy, childbirth, and nursing, out of which 126 days are paid.

Despite CRRC-Georgia's documented commitment to human rights and gender equality, these principles and values are not reflected in the organization's calls for applications and work

agreements. Although certain amendments to harmonize policy and procedures with the Labor Code of Georgia are needed.

Non-discrimination policy is also well-reflected in practice that is visible along HR stages of attraction, recruitment, retention, development, equal opportunities governance, and management. There are high numbers of women applicants for CRRC-Georgia’s job openings and indeed, the majority of CRRC-Georgia’s staff and contractors are women, including some of the managing positions. CRRC-Georgia is hiring high numbers of field interviewers and field supervisors daily, the majority of whom are always women, including ethnic minorities, and vulnerable women. This shows no barriers to women in the attraction and recruitment stages of HR. History of employee retention and development opportunities also indicate non-discrimination, with both male and female employees having a history of promotion, salary raise, and opportunities for both on-the-job and external training and other development opportunities.

Organization’s gender equality status was also assessed against Workplace Gender Equality Agency’s¹ Diagnostic Tool. The diagnostic process involves answering yes/no questions against 17 gender equality focus areas and calculating an overall score which indicates where the organization is placed between “meeting minimum requirements” and “leading practice”. Scoring 13 from 17 points, the table below indicates the high gender equality status of CRRC-Georgia.

N	gender equality focus area	Yes/No
1	Strategic alignment of gender equality with business priorities	Yes
2	Leadership and accountability	No
3	Gender pay equity	Yes
4	Gender composition of the workforce	Yes
5	Support for caring	Yes
6	Mainstreaming flexible working	Yes
7	Preventing gender-based harassment and discrimination, sexual harassment, and bullying	Yes

¹ <https://www.wgea.gov.au/tools/gender-strategy-toolkit>

8	Support for employees experiencing domestic and family violence	No
9	Professional development, networking, mentoring, sponsorship	Yes
10	Applying a gender lens to all policies and strategies	No
11	Recruitment, selection, and promotion	Yes
12	Talent management and succession planning	Yes
13	Workplace gender equality training	Yes
14	Applying a gender equality lens to everyday operations	Yes
15	Applying a gender equality lens to casual, contract, and short-term, task-based employment	No
16	Driving change beyond the workplace	Yes
17	Applying a gender equality lens to mergers, acquisitions, and restructures	Yes

While the crucial mechanisms for gender equality are in place as described in this section, a more systematic approach to integrating gender equality in governance and management systems in order to create accountability and strengthen commitment is needed.

Strategy Vision

The vision of the strategy is to establish a gender-sensitive and non-discriminatory working environment and service, and bring equal results to women and men in accordance with the principle of substantive equality enshrined in the Constitution of Georgia.

Purpose of the Strategy

The purpose of the gender equality strategy of CRRC-Georgia is to identify and overcome barriers to women’s participation at all HR stages, to integrate gender equality into the regular rules, procedures, and practices of the organization, to establish gender-sensitive organizational culture (organizational and personnel development) that enables full and effective participation and leadership of women in the organization, as well as incorporating gender equality principles in service provision process.

Objectives of the Strategy

Objective 1. Establishing a work environment free from discrimination and harassment, and ensuring equal opportunities for women and men.

Creating a work environment free from discrimination and harassment, and providing equal opportunities for women and men is the key to increasing women's participation in decision-making positions and achieving gender equality. CRRC-Georgia also considers it important to strengthen the mechanisms for prevention and response to sexual harassment in the organization, which is an important precondition for the creation of an equal and dignified work environment. Non-discrimination and equal opportunities for all staff can also contribute to making an organization perform better. While gender stereotypes can lead to a flawed assessment of performance, addressing these issues will enable women and men to better unfold their talent and potential, contributing to employee satisfaction, and hence, to greater success on the part of the institution. Equal opportunity policies within an organization can contribute to higher levels of internal and external credibility and a better public image.

Objective 2. Strengthening family-friendly employment policy and establishing a support system for employees experiencing domestic and family violence.

The burden of household activities and family responsibilities are considered to be one of the most important impediments to women's economic and social activity both in Georgia and around the world. Accordingly, the development of employment policy focused on the facilitation of reconciliation of family and work responsibilities of employees is an important step towards the promotion of full and effective participation and leadership of women. In this direction, the priority of CRRC-Georgia is to implement a family-friendly employment policy.

Objective 3. Institutional strengthening and increasing organizational accountability on gender equality issues.

In order to effectively carry out its mission of promoting gender equality and women's empowerment, gender equality should be mainstreamed into the management and procedures of an institution. It is important for the organization and its personnel to have appropriate knowledge and competence on gender equality. It is equally important for the organization to implement gender equality internal instruments and service provisions that will serve as an example for other similar organizations, partners, and service users. Gender equality competence should be established as a key skill for all staff and included as part of their professional qualifications. This implies having both theoretical and practical knowledge as well as an attitude

that supports achieving gender equality as a common goal. Such competency can be attained through capacity building and training in various forms. The organization should have a balanced composition of women and men at all organizational levels and a working environment that promotes equality.

Implementation and Monitoring of the Strategy and Action Plan

In order to ensure the achievement of goals and objectives defined under the gender equality strategy CRRC-Georgia has developed an action plan and monitoring and evaluation mechanism.

The envisaged duration for the implementation of the gender strategy is two (2) years, with an action plan developed for the duration of one (1) year. The action plan will be updated each year and evaluated on an annual basis by designated CRRC-Georgia personnel, with the assistance of external experts if necessary.

Based on the monitoring of strategy and action plan implementation, the efficiency of the measures will be regularly evaluated, and the strategy will be revised in accordance with new circumstances.

Logical Framework

Outcome	Establishment of a gender-sensitive system (policy and procedures) and organizational culture which enables full and effective participation and leadership of women.	Relation with Sustainable Development Goals (SDG): SDG 5.5. Nationalized SDG objective: ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
Outcome Indicator	<p>Indicator 1: number of amendments in policy and procedures supporting gender equality and women’s empowerment Basic: 13 Mid-term objective: 2 Final objective: 4 Source: CRRC-Georgia Policy and Procedures Manual</p> <p>Indicator 2: percentage of women in I and II level managerial positions Basic: 50% Mid-term objective: maintain or increase Final objective: maintain or increase Source: Gender strategy evaluation report</p>	
Output 1.	Establishing a work environment free from discrimination and harassment, and ensuring equal opportunities for women and men.	
Output Indicator	<p>Indicator 1.a.: gender mainstreaming of strategy documents and work agreements is conducted Basic: none Objective: yes Source: Gender strategy evaluation report</p> <p>Indicator 1.b.: staff is assigned to gender strategy implementation Basic: 0 Objective: 1 Source: Staff job descriptions</p> <p>Indicator 1.c. the educational module on gender equality is implemented for employees. Basic: none Objective: yes Source: Gender strategy evaluation report</p>	
Output 2.	Strengthening family-friendly employment policy and establishing support systems for employees experiencing domestic and family violence.	
Output Indicator	<p>Indicator 2.a. guiding principles/roadmap for family-friendly employment policy is developed Basic: none Objective: yes</p>	

	<p>Source: Gender strategy evaluation report</p> <p>Indicator 2.b. guiding principles/roadmap for domestic and family violence is developed</p> <p>Basic: none</p> <p>Objective: yes</p> <p>Source: Gender strategy evaluation report</p>
Output 3.	Institutional strengthening and increasing organizational accountability on gender equality issues.
Output Indicator	<p>Indicator 3.a.: number of gender equality strategy and action plan implementation monitoring and evaluation annual reports</p> <p>Basic: 0</p> <p>Mid-term objective: 1</p> <p>Final objective: 2</p> <p>Indicator 3.b. number of special measures for ensuring gender equality and women’s empowerment</p> <p>Basic: 0</p> <p>Mid-term objective: 2</p> <p>Final objective: 4</p>

Action Plan

CRRC-Georgia Gender Equality Action Plan 2023					
Outcome	Establishment of a gender-sensitive system (policy and procedures) and organizational culture which enables full and effective participation and leadership of women. (Relation with Sustainable Development Goals (SDG): SDG 5.5. Nationalized SDG objective: ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life).				
Outcome Indicator	Indicator 1: number of amendments in policy and procedures supporting gender equality and women’s empowerment Basic: 13 Objective: 2 Source: CRRC Georgia Policy and Procedures Manual Indicator 2: percentage of women in I and II level managerial positions Basic: 50% Objective: maintain or increase Source: Gender strategy evaluation report				
Output	Indicator, Basis, Indicator, Source	Activity	Sub-Activity	Responsible Authority	Term
Objective 1. Establishing a work environment free from discrimination and harassment, and ensuring equal opportunities for women and men.	Indicator 1.a.: gender mainstreaming of strategy documents and work agreements is conducted Basic: none Objective: yes Source: Gender strategy evaluation report	1.1. Gender impact assessment of CRRC-Georgia’s policy and procedures manual, strategic development plan, and work agreements and mainstreaming gender issues where gaps are found	1.1.1. Gender impact assessment of CRRC-Georgia’s policy and procedures manual, strategic development plan, and work agreements; 1.1.2. Presentation of gender impact assessment outcomes to organization management; 1.1.3. Based on the outcomes of the gender impact assessment preparation of relevant	CRRC-Georgia	2023

			amendments in respective documents.		
	<p>Indicator 1.b.: Staff is assigned to gender strategy implementation Basic: 0 Objective: 1 Source: Staff job descriptions</p>	1.2. Assigning designated staff members to ensure gender strategy implementation	1.2.1. Assigning designated staff members to ensure gender strategy implementation	CRRC-Georgia	2023
	<p>Indicator 1.c. the educational module on gender equality is implemented for employees. Basic: none Mid-term: yes Source: Gender strategy evaluation report</p>	1.3. Implementing educational modules on gender equality for employees.	1.3.1. Develop a gender equality training module for employees; 1.3.2. provide training on gender equality to employees;	CRRC-Georgia	2023
<p>Objective 2. Strengthening family-friendly employment policy and establishing support systems for employees experiencing domestic and family violence.</p>	<p>Indicator 2.a. Guiding principles/roadmap for family-friendly employment policy is developed Basic: none Objective: yes Source: Gender strategy evaluation report</p>	2.1. Improve knowledge of family-friendly policy approaches and best practices;	2.1.1. Review gender equality and family-friendly policy approaches and the best practices and organize knowledge-sharing activities; 2.1.2. Provide training to personnel and human resources management on gender equality and family-friendly policy approaches and the best practices.	CRRC-Georgia	2023
	<p>Indicator 2.b. Guiding principles/roadmap for domestic and family violence is developed Basic: none Objective: yes</p>	2.2. Improve knowledge of domestic and family violence.	2.2.1. Review domestic and family violence policy approaches and the best practices and organize knowledge-sharing activities;	CRRC-Georgia	2023

	Source: Gender strategy evaluation report		2.2.2. Provide trainings to personnel and human resources management on domestic and family violence response mechanisms and the best practices.		
Output 3. Institutional strengthening and increasing organizational accountability on gender equality issues.	Indicator 3.a.: number of gender equality strategy and action plan implementation monitoring and evaluation annual reports Basic: 0 Objective: 1	3.1. Assign a designated person who will coordinate and monitor the gender equality strategy and action plan.	3.1.1. Add coordination of monitoring and evaluation of the gender equality strategy and action plan; 3.1.2. Prepare an annual report on the performance of the gender equality action plan.	CRRC-Georgia	2023

Koba Turmanidze
President
Tbilisi, December 2, 2022

