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**Gender equality — Requirements for
promotion, implementation and
accountability**

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Foreword

Rwanda Standards are prepared by Technical Committees and approved by Rwanda Standards Board (RSB) Board of Directors in accordance with the procedures of RSB, in compliance with Annex 3 of the WTO/TBT agreement on the preparation, adoption and application of standards.

The main task of technical committees is to prepare national standards. Final Draft Rwanda Standards adopted by Technical committees are ratified by members of RSB Board of Directors for publication and gazettment as Rwanda Standards.

DRS 560 was prepared by Technical Committee RSB/TC 058, Gender equality.

Committee membership

The following organizations were represented on the Technical Committee on Gender equality (RSB/TC 058) in the preparation of this standard.

Rwanda Women's Network

Pro- Femme TweseHamwe

Gender Monitoring Office

United Nation-Women Rwanda

United Nation-Development Programme Rwanda

Rwanda Governance Board (RGB)

Gender Monitoring Office (GMO)

Ministry of Trade and Industry (MINICOM)

Ministry of Public Service and Labour (MIFOTRA)

Ministry of Gender and Family Promotion (MIGEPROF)

Private Sector Federation (PSF)

JOGO Consultant

Rwanda Standards Board (RSB) – Secretariat

Introduction

This Draft Rwanda Standard aims to set the requirements for promoting, implementing and accounting for gender equality in public, private and non-governmental organizations. These requirements enable the implementation of gender equality principles in organization's operations and activities.

it also provides support the organizations in fulfilling their legal obligations, or going beyond them and complements other instruments and initiatives on gender equality, but not to replace them.

In this Draft Rwanda Standard, the gender equality objectives follow the understanding that gender is a social construct. The existing gender inequalities targeted are not based on the biological differences between men and women; boys and girls but are the result of the social norms and constructs imposed on every individual.

This Draft Rwanda Standard is intended to streamline the promotion, implementation, accountability to gender equality and certification to recognize compliant organizations.

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Gender equality— Requirements for promotion, implementation and accountability

1 Scope

This Draft Rwanda Standard specifies requirements for promoting, implementing and accounting for gender equality in all categories of organizations regardless of their location, size and field of activities.

This document focuses on addressing gender inequalities existing between women and men; girls and boys.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1

inclusive and non-sexist communication

a form of communication that contributes to the visibility of women and men, and gender equality

3.2

gender equality

a state or condition that affords women and men, girls and boys equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development

3.3

gender

social and cultural construction, which distinguishes differences in the attributes of men and women, girls and boys, and accordingly refers to the roles and responsibilities of men and women. It also refers to the state of being male or female in relation to the social and cultural roles that are considered appropriate for men and women

3.4

organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

NOTE The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private

3.5

stakeholder

person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity

3.6

gender stereotype

preconceived and generalised ideas about how members of a certain gender do or should be or behave. Gender stereotypes reflect ingrained biases based on the social norms of a society.

3.7

gender mainstreaming

assessing the implications for women and men of any planned action; legislation (laws), policies or programs in all areas and at all levels. It is a strategy for making women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

3.8

gender responsive

ascribing certain attributes, characteristics and roles to people based on their gender. Gender stereotypes can be negative (i.e., women are bad drivers, men can't change diapers) and benign (i.e., women are better caregivers, men are stronger). It also refers to constant portrayal in the media, the press or in education of men and men occupying certain roles according to the socially constructed gender division of labor and expectation in behaviour.

3.9

Sexual harassment

any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

3.10

sexual abuse

any action or inaction that causes harm to another person. It can include physical abuse, emotional abuse, sexual abuse and neglect. It also includes abuse online and/or through mobile technology.

3.11

sexual exploitation

any actual or attempted abuse of a position of vulnerability, power differential or trust to profit monetarily, socially or politically. It includes sexual exploitation.

3.12

gender pay gap

differences between average earnings of women and men in the workforce. It is an internationally established measure of women's position in the economy in comparison of to men.

3.13

Work-life balance

optimal arrangement of a worker's working and family or leisure activities' time to facilitate health and personal satisfaction without negatively impacting productivity and professional success

3.14

top management

person or group of people who directs and controls an organization at the highest level

3.15

gender equality policy

intentions and direction of an organization for promoting, implementing and accounting for gender equality as formally expressed by its top management

3.16

risk

effect of uncertainty

3.17

improvement

activity to enhance performance

3.18

continual improvement

recurring activity to enhance performance

3.19

process

set of interrelated or interacting activities that use inputs to deliver an intended result

3.20

procedure

specified way to carry out an activity or a process

3.21

requirement

need or expectation that is stated, generally implied or obligatory

3.22

statutory requirement

obligatory requirement specified by a legislative body

3.23

regulatory requirement

obligatory requirement specified by an authority mandated by a legislative body

3.24

nonconformity

non-fulfilment of a requirement

3.25

conformity

fulfilment of a requirement

3.26

effectiveness

extent to which planned activities are realized and planned results are achieved

3.27

document

information and the medium on which it is contained

3.28

documented information

information required to be controlled and maintained by an organization and the medium on which it is contained

3.29

competence

ability to apply knowledge and skills to achieve intended results

3.30

remuneration

the total compensation received by an employee. It includes not only base salary but any bonuses, commission payments, overtime pay, or other financial benefits that an employee receives from employer.

3.31

corrective action

action to eliminate the cause of a nonconformity and to prevent recurrence

3.32

correction

action to eliminate a detected nonconformity

3.33

context of the organization

combination of internal and external issues that can have an effect on an organization's approach to developing and achieving its objectives

3.34

monitoring

determining the status of a system, a process, or any activity

3.35

measurement

process to determine a value

3.36

measurement process

set of operations to determine the value of a quantity

3.37

gender gap

unequal considerations between men and women by privileging or prioritizing over one another in terms of opportunities, pay, status, etc

3.38

gender diagnosis

systematic analysis for examining the differences in roles and norms for women and men, girls and boys and the constraints they face relative to each other in achieving gender equality

3.39

gender inequalities

unequal treatment between men and women; boys and girls

3.40

Gender pay gap

Gender wage gap

measure that tells the difference in pay (or wages, or income) between women and men, boys and girls

4 Context of the organization

4.1 Understanding the status of gender equality

4.1.1 The organization shall identify resourceful person(s) to undertake the gendered organizational diagnosis through identifying existing gender gaps in terms of promotion, implementation and accountability to gender equality

NOTE resourceful person (s) may be internal or external with gender expertise.

4.1.2 The organization shall conduct this gendered organizational diagnosis periodically and define its frequency for continual improvement. During the gendered organizational diagnosis, the following shall be considered:

- a) compliance to statutory and regulatory requirements relevant to gender equality;

- b) non-discrimination of any kind;
- c) equality in treatment and opportunities for male and female workers;
- d) commitment to promoting gender equality and closing gender gaps; and
- e) gender sensitive communication.

4.1.3 The gendered organizational diagnosis report shall be approved by the top management and recommendations implemented.

4.1.4 The organization shall retain documented information as evidence of approved gendered organizational diagnosis report.

4.2 Identifying and mapping stakeholders

The organization shall:

- a) identify, map and determine roles and requirements of relevant stakeholders who have potential effect on its ability to promote, implement and account for gender equality consistently; and
- b) monitor and review information about the identified stakeholders, their relevant roles and requirements.

4.3 The scope of the application of gender equality standard.

The organization shall implement this standard across all its structures, operations and processes.

NOTE The structures of the organization are categorized as branches, departments, divisions, units, and or as established by the organization.

4.4 Gender equality considerations in organizational processes and operations

4.4.1 The organization shall establish and implement procedures pertaining to promote, implement and account for gender equality throughout its processes and operations including but not limited to:

- a) Recruitment: advertisement, shortlisting, selection and placement;
- b) Professional development, performance and promotion;
- c) Remuneration: equal pay for work of equal value;
- d) Work-life balance;
- e) Prevention and response to sexual harassment, abuse and exploitation;

- f) Inclusive and non-sexist communication; and
- g) Procurement: gender responsive procurement policy and process.

4.4.2 The organization shall:

- a) maintain documented information to support the operation of its processes; and
- b) retain documented information to have confidence that the processes are being carried out as planned.

5 Leadership

5.1 Leadership and commitment

Top management shall demonstrate leadership and commitment to promote, implement and account for gender equality at all levels of the organization by:

- a) establishing a gender equality committee;
- b) putting in place gender equality policy;
- c) developing and approving gender equality plan of action responding to the identified gender equality gaps;
- d) developing a gender mainstreaming strategy that is compatible with the organization's strategic orientation;
- e) promoting the use of gender responsive processes and procedures;
- f) ensuring that the resources needed for the promotion, implementation and accountability for gender equality are available;
- g) thorough communicating on promotion, implementation and accountability for gender equality;
- h) ensure equitable representation of males and females in all domains of the organization;
- i) promoting equitable participation of males and females at all levels of decision making;
- j) promote gender awareness for senior management on gender equality, mainstreaming and accountability;
- k) building staff capacities on gender and related concepts;
- l) putting in place mechanisms for monitoring the promotion, implementation and accountability for gender equality; and
- m) promoting continual improvement in promoting, implementing and accounting for gender equality.

5.2 Organizational gender equality policy

5.2.1 Establishing gender equality policy

Top management shall establish, implement and maintain a gender equality policy that:

- a) is appropriate to the purpose and context of the organization and supports its strategic orientation;
- b) provides a framework for setting gender equality objectives;
- c) includes a commitment to comply with applicable statutory and regulatory requirements; and
- d) includes a commitment to continual improvement in promoting, implementing and accounting for gender equality.

5.2.2 Communicating the gender equality policy

The gender equality policy shall:

- a) be available and be maintained as documented information;
- b) be communicated, understood and applied within the organization; and
- c) be available to stakeholders as appropriate.

5.3 Organizational roles, responsibilities and authorities

5.3.1 General

Top management shall ensure that the responsibilities and authorities for relevant roles for promoting, implementing and accounting gender equality are assigned, communicated and understood within the organization.

5.3.2 Establishment of gender equality committee

5.3.2.1 The top management shall establish and hold accountable the gender equality committee composed by male(s) and female(s) with representation from different departments.

5.3.2.2 This committee shall have at least the following responsibilities:

- d) a) facilitate and participate in the gender equality diagnosis exercise;
- e) facilitate and support the approval process and implementation of the gender equality plan of action;

- f) advocate for the availability and provision of the human, material and financial resources required to execute the gender equality plan of action;
- g) facilitate capacities and skills development on gender equality within the organization;
- h) facilitate and support gender mainstreaming in organizational strategic documents;
- i) periodically assess, monitor, document and keep top management informed on the implementation progress of the gender equality plan of action;
- j) disseminate good practices in relation to gender equality promotion, implementation and accountability; and
- k) facilitate external evaluations of the gender equality promotion, implementation and accountability.

6 Planning

6.1 General

When planning for the gender equality promotion, implementation and accountability, the organization shall consider:

- a) actions for identified gaps,
- b) assess risks,
- c) identify available opportunities;
- d) establish gender equality objectives and how to achieve them; and
- e) plan for changes to achieve the intended goals.

6.2 Actions to address the identified gender gaps, risks and leverage opportunities

The organization shall:

- a) ensure that gender equality promotion, implementation and accountability is based on the identified gaps,
- b) bridge and narrow the identified gender gaps;
- c) identify potential risks and mitigation measures;
- d) address the identified risks with the appropriate measures; and
- e) identify available opportunities and link them to appropriate measures; and

- f) measure gender equality achievements against set indicators and targets in relation to the identified gaps, risks and opportunities.

6.3 Establishment of gender equality objectives and planning to achieve them

6.3.1 The organization shall establish gender equality objectives at all levels and processes needed for gender equality promotion, implementation and accountability. The gender equality objectives shall:

- a) be consistent with the gender equality policy;
- b) be measurable;
- c) be monitored;
- d) be communicated; and
- e) be updated as appropriate.

6.3.2 When planning how to achieve its gender equality objectives, the organization shall determine:

- a) what will be done;
- b) what resources will be required;
- c) who will be responsible;
- d) when it will be completed; and
- e) how the results will be evaluated.

6.3.3 The organization shall maintain documented information on the gender equality objectives.

6.4 Planning for changes

6.4.1 When determining the need for changes to the gender equality promotion, implementation and accountability, the organization shall consider the following:

- a) purpose of the changes and their potential consequences;
- b) sustainability and commitment of the gender equality promotion, implementation and accountability;
- c) availability of resources; and
- d) allocation or reallocation of responsibilities and authorities.

6.4.2 The organization shall review the consequences of unintended changes, taking actions to mitigate any adverse effects as necessary.

7 Support

7.1 Resources

7.1.1 General

7.1.1.1 The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the gender equality promotion, implementation and accountability.

7.1.1.2 The organization shall consider:

- a) the capabilities and adequacy of existing internal resources; and
- b) what resources need to be mobilized.

7.1.2 People

The organization shall determine and avail the necessary persons for the effective implementation of the gender equality promotion, implementation and accountability and for the operation and control of its processes.

7.1.3 Infrastructure

The organization shall determine, provide and maintain the infrastructure necessary for the operation of its processes and to achieve compliance to gender equality promotion, implementation and accountability.

NOTE Infrastructure can include:

- a) designated washroom and shower room for females and males;
- b) well-equipped childcare facilities; and
- c) changing room for females and males staff.

7.1.4 Environment for the operation of processes

The organization shall determine, provide and maintain the environment necessary for the operation of its processes to achieve compliance to gender equality promotion, implementation and accountability.

NOTE A suitable environment can be a combination of human and physical factors, such as:

- a) social (e.g. free from sexual harassment, abuse and sexual exploitation, non-discriminatory, non-confrontational);
- b) psychological (e.g. stress-reducing, burnout prevention);
- c) physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise).

7.1.5 Organizational knowledge

7.1.5.1 The organization shall determine the knowledge necessary to achieve compliance to gender equality promotion, implementation and accountability. This knowledge shall be maintained and transferred at all levels of the organization.

7.1.5.2 The organization shall consider its current knowledge and determine how to acquire or access any necessary additional knowledge to adapt to emerging gender equality trends and technologies.

NOTE Organizational knowledge can be classified as:

- a) knowledge gained from experience in promoting, implementing and accounting for gender equality;
- b) lessons learnt from failures and successful initiatives in promoting, implementing and accounting for gender equality;
- c) undocumented knowledge and experience in promoting, implementing and accounting for gender equality; and
- d) achieved results from the improved processes.

7.2 Competence

The organization shall:

- a) determine the necessary competence of person(s) doing work under its control that affects the performance and effectiveness in promoting, implementing and accounting for gender equality;
- b) ensure that these persons are competent on the basis of appropriate education, training, or experience in gender equality promotion, implementation and accounting;
- c) take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken; and
- d) retain appropriate documented information as evidence of competence.

NOTE Actions to acquire the necessary competencies on gender equality promotion, implementation and accounting may include: the provision of trainings, mentoring, coaching, peer learning, study visits, reassignment of currently employed persons, as well as hiring and contracting competent persons.

7.3 Awareness

The organization shall ensure that workers and stakeholders are aware of:

- a) the gender equality policy;
- b) gender equality objectives;
- c) gender mainstreaming strategy;
- d) their contribution to the effectiveness of the promotion, implementation and accounting of gender equality, including the benefits of improved performance; and
- e) the implications of not complying with the promoting, implementing and accounting for gender equality.

7.4 Communication

While communicating for gender equality for both internal and external audiences, the organization shall consider among other things, the following:

- a) what to communicate;
- b) when to communicate;
- c) with whom to communicate;
- d) how to communicate; and
- e) who communicates.

7.5 Documented information

7.5.1 Creating and updating

When creating and updating documented information, the organization shall ensure appropriate:

- a) identification and description (e.g. a title, date, author, or reference number);
- b) format (e.g. language, software version, graphics) and media (e.g. paper, electronic); and
- c) review and approval for suitability and adequacy.

7.5.2 Control of documented information

7.5.2.1 Documented information required by this standard shall be controlled to ensure:

- a) it is available and suitable for use, where and when it is needed; and
- b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

7.5.2.2 For the control of documented information, the organization shall address the following activities, as applicable:

- a) distribution, access, retrieval and use;
- b) storage and preservation, including preservation of legibility;
- c) control of changes (e.g. version control); and
- d) retention and disposition.

7.5.2.3 Documented information of external origin determined by the organization to be necessary for the promotion and implementation of gender equality shall be identified as appropriate and be controlled.

7.5.2.4 Documented information retained as evidence of conformity shall be protected from unintended alterations.

NOTE Access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.

8 Operations

8.1 General

The organization shall plan, implement, control and maintain the processes (see 4.4) needed to meet requirements of the promotion, implementation and accounting for gender equality, and to implement the actions determined in Clause 6, by:

- a) establishing criteria for the processes;
- b) implementing control of the processes in accordance with the criteria;
- c) maintaining and retaining documented information to the extent necessary to have confidence that the processes have been carried out as planned; and
- d) Adapting work to workers

8.2 Recruitment

The organization shall ensure that:

- a) the processes and procedures for recruitment, selection and hiring are documented and free of gender bias and any kind of discrimination;
- b) job descriptions/profiles are merit-based and free of gender bias and any kind of discrimination;
- c) candidates are equally evaluated by using merit-based selection criteria;and
- d) criteria for recruitment and appointment to advisory and decision-making bodies are understandable, transparent and free from any kind of discrimination.

8.3 Remuneration

8.2.1 The organization shall establish human resource management policy that articulates the principle of equal remuneration between male and female workers for work of equal value.

8.2.2 The organization shall apply fair method that is free of sex-based discrimination for the calculation of staff remuneration, including salaries, allowances, benefits, deductions, compensation and complimentary payments. When differences arise, they shall only be due to objective criteria already considered in the organization's human resource management policy.

8.2.3 The organization shall review, analyse and, where appropriate, reformulate the wage structure in occupations dominated by male or female, with a view to raising their low status and earnings.

8.4 Professional development, performance and promotion

The organization shall ensure that:

- a) policies and procedures for professional development and promotion contain equitable criteria, are understandable and free of any kind of discrimination;
- b) mechanisms to promote and monitor equal participation of males and females in managerial and leadership positions are in place;
- c) opportunities for professional development and promotion are equally shared with males and females;
- d) mechanisms that facilitate performance and productivity for both males and females are in place; and
- e) absenteeism and turnover are monitored and analyzed from gender equality perspectives.

8.5 Work-life balance

The organization shall:

- a) identify needs for males and females for work-life balance;
- b) put in place mechanisms to promote work-life balance and social responsibility that offer equal opportunities for males and females to balance their work, family and personal spheres.

NOTE Mechanisms to promote work-life balance may include:

- 1) flexible work arrangements such as flex-time, telecommuting, shared work, location and/or re-location, rotation, flexible work schedules for older workers, adherence to scheduled annual leave plans;
 - 2) breast-feeding facilities in the workplace under adequate conditions;
 - 3) childcare services inside or outside of its facilities;
 - 4) promotes co-parenting by offering additional compensation including bonuses or services such as parental counselling, , and others;
 - 5) special leave is equally approved within the working schedule for attending care of dependants for both males and females and/or receiving training;
 - 6) canteen/restaurant for workers; and
 - 7) hygienic and sanitary facilities (e.g washroom, pads, wipes etc) for both males and females.
- c) monitor the extent to which males and females use work-life balance mechanisms available to them;
 - d) identify opportunities for improvement and develop actions aimed at enhancing work-life balance; and
 - e) identify and address gender needs for pregnant and breast-feeding mothers traveling to and from work and on organization related businesses.

8.6 Prevention and response to sexual harassment, abuse and exploitation

The organization shall:

- a) develop guidelines defining sexual harassment, abuse and exploitation at the workplace;
- b) put in place measures to preventing and responding to sexual harassment, abuse and exploitation at the workplace;
- c) promote zero tolerance for sexual harassment, abuse and exploitation in the workplace by documenting cases, investigation reports, actions taken and referral reports; and
- d) ensure that all personnel are aware and understand the policies, procedures, measures and reporting mechanisms in place on sexual harassment, abuse and exploitation.

8.7 Inclusive and non-sexist communication

The organization shall:

- a) ensure that all personnel are trained and aware of inclusive and non-sexist communication;

- b) put in place internal and external communication strategy free from gender bias, sex-based discrimination, sexist language and gender stereotypes and objectification of females and males;
- c) ensure that marketing strategy is free from gender bias, sex-based discrimination, sexist language and gender stereotypes and objectification of females and males;
- d) ensure that campaigns and communication materials are free from gender bias, sex-based discrimination, sexist language, gender stereotypes and objectification of females and males;
- e) monitor the effectiveness of the established communication strategies for inclusive and non-sexist communication; and
- f) establish mechanisms for collecting and handling feedback regarding inclusive and non-sexist communication.

8.8 Procurement

The organization shall:

- a) ensure that terms of reference and procurement processes provide for equitable opportunities for females or males bidders;
- b) ensure that procurement related committee(s) are established and members' capacities in gender equality are strengthened; and
- c) ensure that procurement related committee(s) are gender inclusive in composition and practice.

9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

9.1.1.1 The organization shall establish, implement and maintain a process(es) for monitoring, measurement, analysis and performance evaluation.

9.1.1.2 The organization shall determine:

- a) what needs to be monitored and measured, including:
 - 1) the extent to which regulatory (rules, regulations,), statutory (laws) and other requirements related to gender equality promotion are fulfilled;
 - 2) effectiveness of organizational activities and processes related to gender equality promotion, implementation and accountability; and
 - 3) progress towards achievement of the organization's gender equality objectives.

- b) the methods and criteria for monitoring, measurement, analysis and performance evaluation to ensure valid results from gender equality promotion, implementation and accountability; and
- c) when the monitoring and measuring shall be performed, results analyzed, evaluated and communicated.

9.1.1.3 The organization shall retain appropriate documented information as evidence of the results of monitoring, measurement, analysis and performance evaluation.

9.1.2 Compliance audit

9.1.2.1 The organization shall establish, implement and maintain a compliance audit process for evaluating compliance with regulatory (Policies, laws), statutory (strategies, guidelines), these standard requirements and others related to gender equality promotion.

9.1.2.2 The organization shall:

- a) plan, establish, implement and maintain an audit programme(s) including the frequency, methods, responsibilities, consultation and reporting;
- b) take into consideration the importance of the processes concerned and the results of previous compliance audits;
- c) define the criteria and scope for each compliance audit;
- d) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- e) ensure that the results of the audits are reported to relevant managers and top management; ensure that relevant audit results are communicated to workers, gender equality committee members and key stakeholders;
- f) take action to address nonconformities and continual improvement;
- g) maintain lessons learnt from failures and successful initiatives in promoting, implementing and accounting for gender equality; and
- h) retain documented information as evidence of the implementation of the audit programme and the audit results.

9.2 Management review

9.2.1 General

Top management shall review the organization's promotion, implementation and accounting of gender equality, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic orientation of the organization.

9.2.2 Management review inputs

The management review shall be planned and carried out taking into consideration:

- a) the status of actions from previous management reviews;
- b) changes in external and internal gender gaps that are relevant to the promotion, implementation and accounting of gender equality;
- c) information on the performance and effectiveness of the promotion, implementation and accounting of gender equality, including trends in:
 - 1) the extent to which gender equality objectives have been met;
 - 2) process performance and compliance of gender equality requirements;
 - 3) nonconformities and corrective actions;
 - 4) monitoring and measurement results;
 - 5) audit results; and
 - 6) the performance of external providers (e.g. certification body, external gender experts).
- d) the adequacy of resources;
- e) the effectiveness of actions taken to address gender gaps, risks and leveraged opportunities; and
- f) opportunities for continual improvement.

9.2.3 Management review outputs

9.2.3.1 The outputs of the management review shall include decisions and actions on opportunities for continual improvement, resource needs, any implications for the strategic direction of the organization or any need for changes to enhance gender equality promotion, implementation and accountability.

9.2.3.2 The organization shall retain documented information as evidence of the results of management reviews.

10 Improvement

10.1 General

10.1.1 The organization shall leverage on the existing opportunities for improvement and implement any necessary actions to meet requirements for promotion, implementation and accounting for gender equality.

10.1.2 These shall include:

- a) improving practices, mechanisms, processes and procedures to meet gender equality requirements;
- b) correcting, preventing or address persistent gender equality gaps;
- c) improving the performance and effectiveness of the promotion, implementation and accounting of gender equality.

NOTE Examples of improvement can include correction, corrective action, continual improvement, breakthrough change, innovation and re-organization.

10.2 Nonconformity and corrective action

10.2.1 When a nonconformity occurs, including any arising from feedbacks or complaints from stakeholders, the organization shall:

- a) react to the nonconformity by:
 - 1) taking action to control and correct it;
 - 2) addressing the consequences;
- b) evaluate the need for action to eliminate the cause(s) of the non-conformity, in order that it does not re-occur or occur elsewhere, by:
 - 1) reviewing and analyzing the non-conformity;
 - 2) determining the causes of the non-conformity; and
 - 3) determining if similar non-conformities exist, or could potentially occur
- c) implement any action needed;
- d) review the effectiveness of any corrective action taken; and
- e) update risks and opportunities determined during planning, if necessary.

10.2.2 The organization shall retain documented information as evidence of:

- a) the nature of the nonconformities and any subsequent actions taken;
- b) the results of any corrective action.

10.3 Continual improvement

10.3.1 The organization shall continually improve the suitability, adequacy and effectiveness of promoting, implementing and accounting for gender equality.

10.3.2 The organization shall consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs to be addressed or opportunities to be leveraged as part of continual improvement.

10.3.3 The organization shall maintain and retain documented information as evidence of continual improvement.

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