



YPSA Gender Policy



Young Power in Social Action (YPSA)

(An Organization for Sustainable Development)

[Organization in Special Consultative Status with the United Nations Economic and Social Council
(UN ECOSOC)]

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Founder & Chief Executive
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ইয়ং পাওয়ার ইন সোশ্যাল একশন (ইপসা)

স্থায়ীত্বশীল উন্নয়নের জন্য সংগঠন

Young Power in Social Action (YPSA)

An Organization for Sustainable Development

[Organization in Special Consultative Status with the United Nations Economic and Social Council ECOSOC]

Ref: YPSA/HO/2185-1/2025

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YPSA

is a non-governmental
luntary non Profit non Political
Organization for Sustainable
Development registered with
various departments
of Bangladesh Government.
YPSA established
in 1985 being
inspired by the spirit of
International Youth Year
declared by the UN. YPSA
works in close co-operation
ith Government, INGOs & UN
agencies. YPSA
awarded International Youth
Peace Prize 1999 for it's
outstanding social development
Programmes.

Vision

YPSA envisions a society
without poverty where
everyone's basic needs
and rights are ensured.

Mission

YPSA exists to participate
with the poor and vulnerable
population with all
commitments to bring about
their own and society's
sustainable development

Core Values

- Patriotism and commitment
to national interest,
sovereignty and national
pride
- Justice, transparency and
accountability
- Mutual respect and gender
friendliness
- Quality and excellence
- Humility and confidence
- Respect for diversity
- Support for environment
and ecology



web site:

www.ypsa.org

OFFICE MEMORANDUM

Subject: YPSA Gender Policy (Reviewed)

YPSA Gender policy has been approved by the General Council Meeting of YPSA held on 27th June 2025. The reviewed Gender Policy will be effective from 1st October 2025.

We express our sincere gratitude and thanks to the General Council and Executive Committee members of YPSA for their valuable guidance and directions throughout the process of finalizing this policy.

We also extend our appreciation to YPSA staff members for their constructive suggestions and active participation during the development of the policy.

Our heartfelt thanks go to our donors and partners, especially BRAC, for their technical support and cooperation in developing this policy.

This policy supersedes all previous provisions, guidelines, and office orders related to the subject.



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Section I: Background and Rationale

1.1 Background and Brief on Policy

Young Power in Social Action (YPSA), an organization in Special Consultative Status with the UN Economic and Social Council (UN-ECOSOC) since 2013, is a voluntary, non-profit entity committed to sustainable development. Since its establishment in 1985, YPSA has been actively contributing to national development goals and the achievement of the Sustainable Development Goals (SDGs), aiming to make meaningful differences in the lives of marginalized and vulnerable populations.

YPSA acknowledges that deep-rooted gender inequalities and discriminatory norms persist both within organizational structures and across the broader societal landscape. These systemic barriers often restrict opportunities and limit participation—particularly for women, gender-diverse individuals, and other marginalized groups. In recognition of these challenges, YPSA has developed this Gender Policy as a comprehensive and strategic framework to ensure that its operations, institutional culture, and programmatic interventions are gender-responsive, inclusive, and transformative.

This policy marks a decisive shift from implicit gender neutrality toward a proactive approach rooted in equity, participation, and social justice. It affirms YPSA's unwavering commitment to gender equality as a core organizational value, reflected in all areas of work including recruitment, program design, leadership, governance, and organizational development.

YPSA strives to cultivate a gender-just environment where all individual women, men, non-binary, and gender-diverse persons have equal access to opportunities, voice, and representation. The organization recognizes intersectionality as a key dimension in understanding and addressing overlapping systems of disadvantage shaped by gender, class, ethnicity, caste, disability, and other identities.

The Gender Policy serves as a guiding instrument to institutionalize gender equality, women's empowerment, and social inclusion in YPSA's internal and external functions. It requires the active participation of all YPSA members to build an equitable, respectful, and inclusive society.

This policy aligns with YPSA's Constitution, relevant national policies and laws, the Universal Declaration of Human Rights (UDHR), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and the 2030 Agenda for Sustainable Development.

1.2 National and International Frameworks Alignment

This Gender Policy is rooted in both national and international legal and normative frameworks that uphold the principles of equality, dignity, and non-discrimination.

At the national level, it draws authority from the Constitution of Bangladesh—particularly Articles 27, 28(2), and 28(4)—which guarantee equality before the law and prohibit discrimination on the grounds of sex. The policy further aligns with the National Women Development Policy 2011, reinforcing YPSA's support for inclusive development and structural reforms to promote women's participation and leadership in all sectors.

At the international level, YPSA is committed to implementing the core principles of:

- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW);
- The Universal Declaration of Human Rights (UDHR); and
- Sustainable Development Goal 5 (SDG 5), which calls for achieving gender equality and empowering all women and girls.

In its humanitarian and development programs, YPSA integrates global best practices including the Core Humanitarian Standard (CHS), Sphere Standards, and IASC Guidelines on Gender-Based Violence in Humanitarian Action, to ensure protection from GBV, gender-sensitive planning, and equitable participation across all levels of intervention.

1.3 Rationale for Gender Policy

YPSA's Gender Policy is essential for institutionalizing mechanisms that promote equality, prevent discrimination, and ensure that gender perspectives are systematically integrated across all organizational operations and programming. It emphasizes the empowerment of all genders, particularly poor and marginalized women, as well as the inclusion of gender-diverse individuals, persons with disabilities, and ethnic minorities—addressing the unique and intersecting vulnerabilities they face.

By adopting this policy, YPSA aims to:

- Embed gender equality into organizational culture and decision-making;
- Strengthen accountability mechanisms;
- Build staff capacity on gender sensitivity and inclusion; and
- Create enabling environments that challenge patriarchal norms and power imbalances.

1.4 Title of the Policy

The title of this document is “YPSA Gender Policy”.

1.5 Implementation

The Chief Executive of YPSA will be responsible for the overall implementation of this policy. A Gender Committee will be constituted to coordinate, monitor, and support the effective application of the policy across internal operations and external programs. This committee will act as a central body to promote awareness, provide technical support, review progress, and ensure compliance. All staff, volunteers, and stakeholders are expected to uphold and implement the principles of this policy in their respective roles and responsibilities.

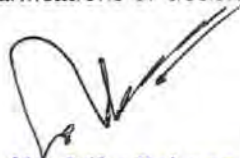
1.6 Amendment of the Policy

To maintain relevance and respond to emerging needs, this policy may be revised as necessary. Amendments can be proposed by any staff member, the Gender Committee, or other relevant bodies through written suggestions or discussions during staff meetings.

A **Policy Review Committee**, to be formed by the Chief Executive, will oversee periodic reviews and recommend changes. This committee will solicit input from the Gender Committee, YPSA's Safeguarding Committee, and other stakeholders, and will consult national laws, international commitments, and organizational priorities in its recommendations. YPSA may also seek technical assistance or collaborate with donors, development partners, and external experts to strengthen the implementation and review processes of this policy. The **Chief Executive** retains the authority to modify, amend, revise, or replace any provisions of this policy to ensure its effectiveness and contextual relevance.

1.7 Interpretation

In cases where ambiguity or disputes arise concerning the interpretation of this policy, the **Chief Executive of YPSA** shall provide the final and binding interpretation. All clarifications or decisions regarding specific clauses will rest with the Chief Executive.



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Section II: Policy Foundations

2.1. Principles and Commitments

YPSA anchors its Gender Policy in the fundamental principles of **equality, equity, inclusion, and social justice**. One of YPSA's core organizational values is "**Mutual Respect and Gender Friendliness**", reflecting a commitment to uphold the dignity, rights, and equal treatment of all individuals regardless of their gender identity, expression, or any intersecting social identity.

YPSA affirms that every person—whether woman, man, non-binary, transgender, or gender-diverse—has the right to participate fully, equally, and safely in all aspects of organizational life and development processes. Gender equality is recognized as both a human right and a prerequisite for sustainable development.

To ensure leadership accountability and institutional commitment, YPSA will:

- Establish **clear governance system** to oversee the implementation and monitoring of gender-related goals.
- Appoint a **dedicated Gender Focal Point** and form a **Gender Committee** to guide, monitor, and support the mainstreaming of gender perspectives across all programs and operations.
- Ensure that the Gender Committee regularly reports to the **Chief Executive**, reinforcing gender accountability at the highest levels.

YPSA operates under a **Zero Tolerance Policy** for all forms of gender-based discrimination, harassment, and violence. The organization is committed to cultivating a **safe, respectful, and empowering environment** for all staff, volunteers, interns, and community members. All individuals associated with YPSA are accountable for upholding these values in their actions, decisions, and interactions.

2.2. Definitions and Concepts

To promote shared understanding and consistent application of gender principles, YPSA adopts the following key definitions and concepts:

- **Gender:** The socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for individuals based on their perceived sex.
- **Gender Equality vs. Gender Equity:**
 - *Gender Equality* refers to the state in which individuals of all genders have equal rights, responsibilities, and opportunities.
 - *Gender Equity* involves recognizing different needs, experiences, and power dynamics among genders, and making necessary adjustments to ensure fairness and justice.
- **Gender Mainstreaming:** The systematic incorporation of gender perspectives into all levels of decision-making, planning, implementation, and evaluation. This ensures that gender considerations are not isolated but embedded throughout the organization's work.
- **Sexual Orientation and Gender Identity (SOGI):**
 - *Sexual orientation* refers to a person's physical, romantic, and/or emotional attraction to others.
 - *Gender identity* is a person's deeply felt internal experience of gender, which may or may not align with the sex assigned at birth.



- **Sexual Harassment and Gender-Based Violence (GBV):**
 - *Sexual harassment* includes any unwelcome sexual advances or conduct.
 - *GBV* refers to harmful acts—including physical, sexual, psychological, or economic abuse—directed at individuals based on gender, occurring in public or private settings.
- **Intersectionality:** The interconnected nature of social categorizations such as gender, caste, class, ethnicity, disability, and more, which can create overlapping and interdependent systems of discrimination or disadvantage.
- **Feminism:** A social, political, and ideological movement that seeks to establish and achieve equality of all genders by dismantling patriarchal systems of power and advocating for rights, justice, and equity.
- **Women's Empowerment:** The process of increasing women's agency to make decisions, access resources, and influence socio-political and economic systems, thereby ensuring their meaningful participation and leadership.
- **Gender Norms:** Socially constructed expectations and roles assigned to individuals based on their perceived gender, which often reinforce power imbalances and discrimination.
- **Gender Diversity:** The recognition and respect for a wide range of gender identities and expressions beyond the binary framework of male and female.
- **Discrimination:** Any form of unjust or prejudicial treatment of individuals or groups based on gender, sexual orientation, identity, or any intersecting factor.
- **Gender-Transformative Approach:** An approach that not only addresses the symptoms of gender inequality but also seeks to transform unequal power relations, norms, and systems that perpetuate discrimination.
- **Gender Justice:** The achievement of fairness and equality in the treatment of all genders, with proactive efforts to address historical and systemic injustices and empower marginalized groups.

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Section III: Policy Provisions

3.1. Goal

The goal of YPSA's Gender Policy is to establish an inclusive organizational culture and operational framework that ensures gender justice, equality, and inclusivity. This policy seeks to dismantle systemic barriers and discriminatory practices while actively promoting empowerment, participation, and equitable opportunities for all genders — with particular attention to the needs and rights of women, gender-diverse, and non-binary individuals. It reflects YPSA's commitment to upholding dignity, human rights, and social justice for all, regardless of sex, gender identity, sexual orientation, or intersecting identities.

3.2. Objectives of the Gender Policy

The Gender Policy of YPSA is guided by the following objectives:

- To mainstream gender considerations across all of YPSA's programs, projects, policies, and operational levels, ensuring that gender responsiveness is integral to every aspect of the organization's work.
- To institutionalize inclusive policies and procedures that promote equal opportunities, fair treatment, **and** non-discrimination for all genders in recruitment, retention, professional development, and workplace practices.
- To protect the rights of all employees, volunteers, and community members from gender-based discrimination, harassment, exploitation, and violence, supported by clear mechanisms for prevention, reporting, and redress.
- To promote the active, meaningful, and equitable participation of women and gender minorities in decision-making processes at all levels of the organization.
- To build the capacity of staff, partners, and community stakeholders in gender equality, equity, and inclusion principles through continuous training, advocacy, and awareness-raising initiatives.
- To nurture an organizational environment that reflects YPSA's values and commitment to gender equality, embracing diversity in sex, gender identity, sexual orientation, ability, religion, and other intersecting identities.
- To implement gender-sensitive monitoring, evaluation, accountability, and learning (MEAL) systems that enable organizational learning, foster transparency, and support continuous improvement in gender equality outcomes.

3.3. Scope of Application

This Gender Policy applies comprehensively to all dimensions of YPSA's work. It is applicable to:

- All organizational departments, units, centers, program, projects, link organizations, and offices of YPSA.
- General Members, Executive Committee members, and all categories of staff, including permanent, part-time, temporary, contractual, national, and international employees.
- Consultants, volunteers, interns, partners, donors, vendors, service providers, visitors, and guests.
- Spouses/partners or family members of YPSA staff, where relevant, and all program beneficiaries and community stakeholders engaged in YPSA activities.

The policy extends to all YPSA-led or supported initiatives, including programs, projects, advocacy campaigns, collaborations, and partnerships with external stakeholders.



It mandates the integration of gender equality principles into:

- Strategic planning and policy development
- Human resource management and professional development
- Organizational governance and decision-making
- Program design, implementation, monitoring, and evaluation
- Capacity building, advocacy, and communication efforts
- Service delivery and community outreach

Compliance with this policy is a collective responsibility shared by all members of the YPSA community from senior leadership and board members to field staff, support staff, and associated stakeholders. Every individual engaged with YPSA is expected to promote, respect, and uphold the principles of gender equality and inclusion in their roles and interactions.

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Section IV: Gender Equality in Organizational Structures

4.1. Recruitment and Selection

YPSA is committed to ensuring that all recruitment and selection processes are free from gender bias and discrimination. The organization will adopt transparent, fair, and merit-based practices that actively encourage applications from women, gender-diverse, and non-binary individuals.

YPSA will:

- Develop gender-sensitive and inclusive job descriptions, advertisements, and outreach materials.
- Ensure diverse and gender-aware interview panels trained in inclusive recruitment practices.
- Undertake proactive outreach and affirmative action to reach underrepresented groups, particularly in leadership, management, and technical positions.
- Make recruitment processes accessible to persons with disabilities, and provide reasonable accommodations as needed throughout the hiring process.

4.2. Representation and Participation of Women and Gender-Diverse Individuals

YPSA recognizes the critical importance of the active and meaningful participation of women and gender-diverse individuals in decision-making processes. The organization is committed to achieving balanced and equitable gender representation in all levels of staffing, leadership, governance, and field operations.

To support this, YPSA will:

- Conduct regular gender audits and representation reviews.
- Take corrective measures where gender gaps are identified.
- Support leadership development, mentoring, and coaching programs, particularly for women and gender minorities.
- Promote flexible work arrangements that enable participation from diverse staff, especially caregivers and parents.

4.3. Gender-Sensitive Policy Formulation

YPSA will review and formulate all organizational policies, strategies, and procedures through a gender lens to ensure they are inclusive, equitable, and non-discriminatory.

Key actions include:

- Establishing a gender audit mechanism to assess policies and practices.
- Ensuring participatory policy development with input from staff across all levels.
- Giving special attention to policies related to workplace safety, sexual harassment, maternal and parental leave, disability inclusion, religious/cultural accommodation, **and** work-life balance.

4.4. Equal Remuneration and Benefits

YPSA upholds the principle of equal pay for work of equal value, ensuring that salary structures are transparent, and gender-based pay disparities are identified and addressed through regular equity audits.

YPSA also commits to:

- Providing equal access to benefits, including health coverage, parental leave, professional development, and promotion opportunities for all employees, regardless of gender identity.
- Raising awareness among staff about their rights to fair compensation and benefits.
- Embedding disability and diversity inclusion in all policies and practices.

To that end, YPSA will:

- Ensure all recruitment materials and job descriptions are inclusive and accessible.
- Provide reasonable accommodations for persons with disabilities throughout employment.
- Offer festival leave, prayer accommodations, and cultural sensitivity training.
- Maintain feedback mechanisms to monitor the inclusion experiences of religious, cultural, and other minority groups.

4.5. Affirmative Action and Gender Equality Targets

In recognition of existing gender imbalances, YPSA will implement affirmative action measures to accelerate progress toward gender equality.

This includes:

- Setting specific, measurable gender equality targets, especially for leadership, technical, and field-based positions.
- Monitoring and publicly reporting progress against these targets.
- Allocating sufficient resources and establishing accountability mechanisms to meet these goals.

4.6. Minimum Organizational Requirements to Uphold Gender Commitments

Gender Focal Points and Governance

- Appoint a designated Gender Focal Point involved in key organizational processes including recruitment, policy formulation, and program design.
- Establish a Gender Committee or equivalent body to oversee gender mainstreaming, policy implementation, and organizational accountability.
- Assign a Project Gender Focal Point for each project for oversee and implement the gender policy and project accountability at project level and report to Gender Focal point.

Training and Capacity Building

- Ensure mandatory gender training for all staff to build awareness, skills, and gender-responsive behaviors.
- Provide specialized training for hiring managers, panel members, and supervisors on gender-inclusive recruitment and supervision.
- Implement targeted capacity-building initiatives to support women and marginalized employees in advancing professionally.

Policy and Audits

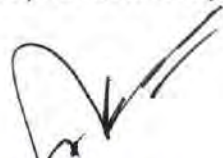
- Conduct annual gender audits to evaluate the implementation and impact of gender-related policies and practices.
- Maintain clear, confidential, and responsive grievance and reporting mechanisms for gender-related complaints, including sexual harassment and discrimination.

Representation and Targets

- Set and review minimum gender representation benchmarks for leadership, management, technical, and field-level positions.

Work Environment and Facilities

- Ensure the availability of safe, separate toilet and hygiene facilities in all offices, field locations, HRDCs, and educational institutions.
- Promote and maintain a gender-responsive work environment that prioritizes safety, dignity, flexibility, inclusion, and respect for all employees.



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Section V: Capacity Building for Gender Equality

5.1 Staff Training and Development

YPSA is committed to institutionalizing continuous capacity building as a key strategy for achieving gender equality. Mandatory gender training will be provided to all staff, including new recruits, senior management, and field personnel. Annual refresher sessions will be organized to ensure up-to-date knowledge and the continued development of gender-responsive skills.

YPSA will undertake the following initiatives to support staff development:

- **Orientation and Refresher Training:** All newly recruited staff will receive a detailed orientation on the Gender Policy. Refresher training will be conducted annually and may be integrated into coordination meetings or held as standalone sessions.
- **Specialized Training:** Leadership, HR, program managers, and proposal writers will receive specialized training on gender-responsive management, conflict resolution, and gender-responsive budgeting (GRB) principles to enhance accountability and practice.
- **Mentorship Program:** A peer-to-peer mentorship model will be implemented, where experienced staff, including Gender Focal Points, will mentor junior staff to provide practical guidance on applying gender principles, addressing challenges, and fostering gender-responsive practices in daily work.
- **Annual Training Needs Assessment:** Training needs will be assessed annually through self-evaluations, performance appraisals, and dedicated assessments. Based on the findings, relevant and prioritized training will be provided with a focus on the capacity development of women employees.
- **Support for Professional Development:** YPSA will support staff participation in internal and external workshops, exposure visits, national and international training programs, and continuing education opportunities. This support may include full or partial financial assistance.
- **On-the-Job Learning:** Opportunities for learning will be promoted at the workplace through coaching, shadowing, on-the-job training, and other targeted capacity-building approaches.

5.2 Gender-Sensitive Research, Advocacy, and Networking

YPSA will ensure that gender perspectives are systematically integrated into all research, advocacy, and partnership initiatives.

- **Gender-Responsive Research:** All program assessments, baseline surveys, evaluations, and monitoring processes will include gender-disaggregated data collection and analysis.
- **Advocacy and Networking:** YPSA will actively engage in local, national, and international gender advocacy platforms and networks to stay informed of evolving best practices and contribute to broader gender equality movements.
- **Support to Partners:** YPSA will provide technical support and share expertise with partners to strengthen gender-sensitive programming and management systems.
- **Collaborative Learning:** YPSA will promote exchange and collaboration among partners, fostering collective learning on effective gender equity strategies.

- **Strengthening Alliances:** YPSA will maintain and expand partnerships with women's rights organizations, government bodies, donors, and other stakeholders to advance gender-just policies and programs.

5.3 Gender-Responsive Budgeting and Reporting

YPSA will implement Gender-Responsive Budgeting (GRB) to ensure that financial decisions reflect its commitment to gender equality across all levels.

- **Budget Allocation:** Adequate financial and technical resources will be earmarked annually in organizational budgets, project proposals, and business plans for gender policy implementation.
- **Gender Impact Assessment:** All budget proposals must undergo gender impact assessments to identify implications for different genders and mitigate any risks of inequality.
- **Training on GRB:** Staff involved in fundraising, proposal writing, and financial management will receive dedicated training in GRB principles to support effective implementation.
- **Reporting and Transparency:** Gender-disaggregated financial reports will be prepared quarterly and shared with donors, management, and other stakeholders to ensure transparency and accountability.
- **Internal Audit and Compliance:** An internal audit mechanism will be established to monitor GRB compliance. Where gaps are identified, corrective actions will be undertaken promptly to align with organizational commitments.



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Section VI: Gender-Responsive HR Practices

6.1 Leave Policies

YPSA is committed to ensuring that its leave policies are inclusive, gender-sensitive, and responsive to the diverse needs of its workforce. Leave entitlements will align with national labor laws and international best practices, and promote shared caregiving, wellbeing, and equitable participation.

Maternity Leave:

- Female regular staff (Ref: YPSA Personnel Policy and Procedure Manual) who have completed at least one year of service before childbirth are entitled to six months (180 days) of fully paid maternity leave, covering pre and post natal periods.
- This benefit is applicable up to two times during a staff member's tenure at YPSA, with a minimum two-year interval between claims.
- Additional unpaid leave may be considered on a case-by-case basis, subject to approval by the Chief Executive.
- Female staff who have not completed one year of service will be eligible for unpaid maternity leave.
- For project-based contractual staff, YPSA will negotiate with donors and partners to establish contingency funds for temporary staff replacement and salary continuity during maternity leave.

Paternity Leave:

- A minimum of **7** days of fully paid paternity leave will be granted to male staff and extended to partners of other gender identities or non-binary staff, to encourage shared caregiving.
- This benefit is available for a maximum of two instances during the employee's service with YPSA, with a two-year interval.
- Staff with less than one year of service are eligible for unpaid paternity leave.
- Additional unpaid leave may be granted for special circumstances, subject to approval by the Chief Executive.

Menstrual Leave or Desk Work:

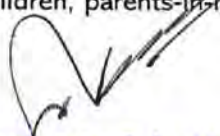
- Recognizing menstruation-related health needs, YPSA will provide up to 2 days of paid menstrual leave or the option to work from a desk-based assignment per month, upon request, without requiring medical documentation. Promote menstrual health as a normal health issue, not a taboo. Confidentiality must be ensured by HR and line managers and ensure privacy and respect when processing such leave. HR should monitor leave trends and address misuse or gaps fairly.

Family Needs Leave:

- Flexible leave arrangements (paid or unpaid, based on individual circumstances) will be made available for caregiving, child illness, and other family-related emergencies. These may be adjusted with annual leave balances.

Mourning Leave:

- YPSA will provide **up to 3 days of paid leave** in the event of the death of an immediate family member. Immediate family includes spouse, parents, children, parents-in-law, and siblings. (Ref: Personnel Policy and Procedure Manual)



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Study Leave:

- Employees with a minimum of three years of service may apply for up to 1 year of fully paid study leave, subject to approval, to pursue a course aligned with YPSA's development goals (Ref: Personnel Policy and Procedure Manual).

6.2 Posting, Transfer, Promotion, Demotion, and Resignation

YPSA is committed to fair and gender-equitable HR decisions, ensuring transparency and accountability across all personnel actions.

- All decisions on postings, transfers, promotions, demotions, and resignations will follow objective, merit-based, and transparent criteria, free from gender bias.
- Special consideration will be given to the safety, health, caregiving responsibilities, and family circumstances of women, gender-diverse, and non-binary staff, especially for postings in remote or high-risk areas.
- Promotion processes will be gender-inclusive, with a focus on encouraging women's leadership through mentoring, performance support, and professional development.
- Staff requiring temporary role adjustments due to pregnancy, caregiving, or health concerns will be supported without penalties to their career progression.

6.3 Measures to Address Specific Needs of Female Staff

YPSA acknowledges the distinct needs of female staff and is committed to providing targeted and enabling support mechanisms to ensure their safety, health, dignity, and professional growth.

- **Breastfeeding and Personal Care Facilities:** All workplaces will maintain safe, private, and hygienic spaces for breastfeeding and personal care.
- **Support for Survivors of Gender-Based Violence:** Clear, confidential mechanisms will be in place for staff to report incidents of gender-based violence, with access to counseling, referrals, and legal or psychosocial support.
- **Safe Mobility:** Transportation support and personal security measures will be provided for staff working late hours or in insecure environments.
- **Flexible Work During Pregnancy and Lactation:**
 - Pregnant staff may adjust their work schedule in consultation with supervisors and healthcare providers.
 - Pregnant staff shall not be transferred and shall not be compelled to travel long distances or work night shifts during pregnancy or within six months postpartum.
 - Lactating mothers may extend their lunch breaks and will be allowed to bring a caretaker during travel for work or overnight assignments, with expenses covered by YPSA.
- **Office Transportation Access:** Female staff may use office vehicles for drop-off and pick-up from transportation hubs (e.g., bus/train/airport) when traveling for official purposes, subject to vehicle availability.
- **Equitable Travel Support:** Female staff and persons with disabilities will be provided suitable transport and accommodation during official travel.
- **Women's Support Networks:** YPSA will actively encourage and support the formation of women's networks to foster peer support, mentorship, collective voice, and gender equity advocacy within the organization.

Section VII: Creating a Gender-Sensitive Workplace Environment

7.1. Gender-Sensitive Organizational Values

YPSA is committed to embedding gender sensitivity as a core organizational value. This includes fostering a culture of respect, inclusivity, equity, and accountability that actively challenges gender stereotypes, biases, and discriminatory practices. All staff, at every level, are expected to model these values in their daily interactions, project implementation, decision-making, and leadership roles.

7.2. Code of Conduct and Gender-Sensitive Behavior

- YPSA will maintain a clear, comprehensive, and regularly updated **Code of Conduct** that outlines expectations for gender-sensitive behavior in the workplace.
- All staff members will receive mandatory orientation and periodic refresher training on the Code, the Gender Policy, and related conduct expectations.
- The Code will explicitly address sexual harassment, discrimination, bullying, microaggressions, and other unacceptable behaviors, with clear reporting channels and redress mechanisms.
- A designated Gender Focal Point will be in place to support survivors and ensure fair, timely resolution of complaints.
- Disciplinary actions will be applied consistently to maintain a safe, respectful, and equitable work environment.
- Upon joining YPSA, all employees must sign a declaration affirming their understanding of and commitment to the Gender Policy and Code of Conduct.
- Gender sensitivity will be integrated into supervision, performance evaluations, and staff development plans.

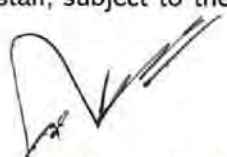
7.3. Inclusive Language and Communication

YPSA will promote gender-inclusive communication by:

- Using terms such as staff, partners, participants, community members, or individuals of all genders, instead of binary gender terms ("men and women") where applicable.
- Encouraging staff to respect and use correct names and pronouns of all individuals in both spoken and written communication.
- Ensuring all internal documents, forms, training manuals, and public communications adopt inclusive language and visual representation.
- Ensuring that all organizational documents, including Terms of Reference, job descriptions, safeguarding protocols, and Prevention of Sexual Exploitation, Abuse, and Harassment (PSEAH) policies reflect gender-sensitive language and intent.

7.4. Infrastructure and Facilities for Gender Sensitivity

- **Childcare Facilities:** YPSA acknowledges the importance of work-life balance. Accessible and affordable childcare facilities will be established at major work locations. Where this is not feasible, childcare subsidies or partnerships with local service providers will be arranged.
- **Separate Toilets:** YPSA will ensure the availability of clean, safe, private, and regularly maintained toilets for women, men, and gender-diverse staff, subject to the infrastructural capacities of each office.



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- **Menstrual Hygiene Facilities:** Menstrual hygiene products and safe disposal systems will be made available at all YPSA offices to support the dignity, health, and comfort of menstruating staff.
- **Safe and Private Spaces:** Dedicated spaces for breastfeeding, lactation, and personal care will be provided at workplaces to support working mothers. Provide menstrual hygiene products, resting space, and clean toilets at offices and field stations. Allow flexible work arrangements (e.g., remote work or shorter hours) when possible.

7.5. Women's Forum and Organizational Feedback

To elevate women's voices in decision-making:

- YPSA will establish a Women's Forum as a structured platform for female staff to regularly share concerns, feedback, and suggestions with management.
- The forum will be led by the Gender Focal Point, include representation from all units and levels, and play an advisory role in shaping gender-responsive workplace policies and organizational culture.
- Feedback from the forum will be documented, reviewed in management meetings, and used to inform gender equity actions.



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Section VIII: Prevention of Sexual Harassment and Grievance Mechanism

8.1. Definition and Scope of Sexual Harassment

YPSA defines sexual harassment as any unwelcome sexual advance, request for sexual favors, or other verbal, non-verbal, or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive work environment. This includes but is not limited to:

- Inappropriate or unwanted touching;
- Derogatory or suggestive comments and jokes;
- Displaying sexually explicit or offensive materials;
- Online harassment and behavior in virtual settings;
- Conditioning employment or other benefits on sexual favors.

This policy applies to all staff, consultants, volunteers, interns, partners, and stakeholders, in both formal and informal work settings, including virtual environments.

8.2. Grievance Redress Mechanisms

- YPSA will establish a Grievance Redress Committee (GRC) composed of a minimum of 50% female members as per YPSA's Personnel Policy and Procedure Manual to handle complaints related to-
 - Programmatic issues: beneficiary selection, service quality or unfair treatment etc.
 - Financial issues: misuse of funds, corruption, or irregularities in benefits distribution etc.
 - Safeguarding issues
 - Environmental and social concerns: damage to environment, displacement, community conflict.
 - Human resource grievances: staff misconduct, workplace disputes, favoritism, etc
 - Code of conducts,
 - Conflict of interest,
 - Gender-based misconduct.

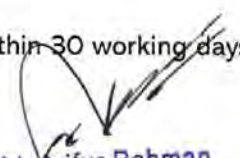
In particularly sensitive or complex cases, neutral third-party support (e.g., legal counsel, partner NGO, specialized service provider) may be sought to ensure independence and fairness.

All procedures will align with the standards set in the YPSA PSEAH Policy Personnel Policy and Procedure Manual with sensitivity, confidentiality, and impartiality including documentation, investigation timelines, and decision-making protocols.

8.3. Complaint Handling Procedures

To ensure fairness and transparency, the following procedures will be followed:

- **Multiple Reporting Channels:** Complaints may be submitted in person, in writing, via email, phone, or through an anonymous reporting system.
- **Confidentiality:** All complaints will be treated with strict confidentiality, and identities of complainants, witnesses, and respondents will be protected.
- **Timelines:**
 - Acknowledgment within 3 working days;
 - Investigation initiated within 7 working days;
 - Final report and recommendations submitted within 30 working days;
 - Opportunity for appeal provided.


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Clear Standard Operating Procedures (SOPs) and training materials will be developed and maintained to support consistent complaint handling across the organization.

8.4. Zero Tolerance Policy

YPSA enforces a zero tolerance policy towards sexual harassment. Any confirmed violation regardless of the perpetrator's role will result in proportionate disciplinary actions, which may include warnings, suspension, termination, or legal action.

8.5. Monitoring and Reporting

Regular monitoring and reporting will be conducted to strengthen accountability:

- Quarterly reports (excluding personal identifiers) on sexual harassment cases and their resolutions will be reviewed by senior management.
- The Safeguarding Focal Point will upload anonymized data to the CHS Harmonized Reporting System.
- Trends and lessons will inform preventive measures and organizational learning.

8.6. Linkages with Safeguarding Policy

YPSA recognizes that gender equality and safeguarding are interdependent. Gender-based risks—including harassment, abuse, coercion, and discrimination must be proactively addressed through integrated mechanisms.

This Gender Policy is closely aligned with the YPSA Safeguarding Policy, which outlines procedures for protecting all individuals from harm across organizational activities.

Key linkages include:

- **Gender-Sensitive Risk Assessment:** All projects and partnerships will undergo assessments to identify risks specific to women, girls, and gender-diverse individuals. Risks such as power imbalances, exclusion, or GBV will be mapped with appropriate mitigation plans.
- **Coordinated Safeguarding Mechanisms:** The Safeguarding Committee will work in close coordination with the Gender Focal Person to ensure gender dimensions are embedded across reporting, response, and community engagement strategies, following a survivor-centered, “do no harm” approach.
- **Joint Monitoring and Accountability:** The Safeguarding and Gender Committees will jointly review data on gender-related complaints, monitor implementation of mitigation strategies, and prepare annual safeguarding and gender **reports** for management oversight.

The full Safeguarding Policy will serve as a companion document to this Gender Policy and will be made accessible to all staff, partners, and stakeholders.



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Section IX: Gender Mainstreaming

YPSA is committed to embedding gender equality principles across all levels of its programming, implementation, monitoring, advocacy, partnerships, and community engagement. Gender mainstreaming is recognized not just as a strategy but as a transformative approach to achieving sustainable development and human rights for all.

9.1 Program and Project Planning

YPSA ensures that gender considerations are systematically integrated from the earliest stages of program and project planning.

- **Gender Analysis** will be mandatory during the planning phase to identify the differentiated needs, roles, vulnerabilities, and capacities of women, men, gender-diverse individuals, and persons with disabilities.
- **Gender Equality Objectives** will be explicitly included in project proposals and designs, along with strategies to promote equity and address systemic barriers.
- **Participatory Planning** will involve women, girls, gender-diverse individuals, persons with disabilities, and marginalized groups in identifying priorities and shaping interventions.
- **Gender Budgeting** will be adopted to allocate adequate resources for gender-specific activities and institutional commitments.
- **Gender Marker Tool** (such as the IASC Gender Marker or a traffic-light rating system) will be used to assess the extent to which gender has been integrated into the design, guiding improvements before approval.
- **CHS Commitments:** YPSA will follow the nine Core Humanitarian Standard (CHS) commitments to ensure that people affected by crises can exercise their rights, receive timely and appropriate support, and participate in decisions that affect their lives.

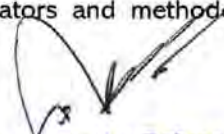
9.2 Implementation

Gender equality principles will be embedded throughout project implementation to ensure equitable benefits and prevent harm.

- Program teams will receive regular training to apply gender-sensitive approaches in all field activities.
- Special measures will be taken to enhance the participation and leadership of women and marginalized genders, considering cultural and structural barriers like caregiving responsibilities or mobility constraints.
- Implementation will address the differing needs and contributions of women, men, and gender-diverse individuals in all capacity-building activities.
- Gender-disaggregated data will be collected, analyzed, and used to track results, challenges, and lessons learned.
- Gender-sensitive language, visuals, and messaging will be adopted in all internal and external communications.
- The Gender Marker tool will be revisited during implementation to track progress and identify gaps for course correction.
- Emphasis will be placed on **engaging men and boys** as active allies in gender initiatives.

9.3 Monitoring and Evaluation (M&E)

YPSA's M&E frameworks will include gender-specific indicators and methodologies to measure progress toward equality and accountability.



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- **Sex- and Age-Disaggregated Data:** All monitoring tools will be designed to collect data by sex, age, disability, and other social markers to enable robust gender analysis.
- **Gender-Sensitive Indicators** will be developed to measure participation, empowerment, attitude shifts, service access, and reduction of gender-based inequalities.
- **Periodic Gender Audits** will be conducted to evaluate the effectiveness of gender integration and guide adaptive management.
- **Formal Adoption of Gender Marker:** YPSA will apply a Gender Marker throughout the program cycle to score initiatives on gender responsiveness.
- **Key Performance Indicators (KPIs)** will include:
 - % of women and gender-diverse individuals in leadership and decision-making roles
 - % of the budget allocated to gender-responsive programming
 - % of staff trained on gender equality annually
 - Number of gender training sessions conducted
 - Number and resolution rate of gender-based harassment cases
 - % improvement in community attitudes toward gender equality (via surveys)

Assigning M&E Roles:

- **Gender Focal Point:** Leads gender-disaggregated data collection and ensures integration of gender indicators.
- **M&E Officer:** Tracks gender indicators across all project reports and systems.
- **Gender Committee:** Reviews audit findings and data; advises on corrective measures.

9.4 Community Engagement for Gender Equality

YPSA will implement a robust and participatory community engagement strategy to root gender equality efforts in local contexts.

- **Community Platforms:** Establish women's groups, adolescent clubs, youth forums, and inclusive community groups to facilitate dialogue and leadership.
- **Quarterly Community Gender Assemblies:** Organize local forums for discussing gender concerns and engaging decision-makers.
- **Social and Behavior Change Communication (SBCC):** Develop and distribute inclusive materials and tools to challenge harmful norms, including early marriage, GBV, and unpaid care work.
- **Behavior Change Campaigns:** Launch multi-platform campaigns (digital, radio, street theatre, etc.) including observance of an Annual Gender Justice Month.
- **Digital Advocacy:** Use social media and hashtags to promote gender rights and awareness.
- **Multi-Stakeholder Collaboration:** Partner with grassroots organizations, gender-diverse networks, DPOs, and local governments for inclusive, community-led initiatives.
- **Community Participation in M&E:** Actively engage local communities in monitoring, assessment, and feedback processes.

Key Roles:

- **Gender Focal Person:** Leads development of community-based gender initiatives and provides technical guidance.
- **Safeguarding Focal:** Ensures all engagement activities are designed with risk mitigation and inclusiveness.
- **Core Management Team:** Approves and oversees strategic community engagement initiatives.


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9.5 Networking and Advocacy

YPSA recognizes the role of external advocacy and strategic alliances in achieving broader gender justice.

- **Executive Committee:** Provides strategic direction, endorses major advocacy initiatives aligned with gender equality objectives.
- **Core Management Team:** Sets priorities, identifies tools and channels for advocacy, and engages with external platforms.
- **Senior Management Team:** Develops and executes advocacy plans, based on program evidence, through active engagement with stakeholders and networks.
- **Gender Focal Person:** Represents YPSA in national, regional, and global gender networks, coalitions, and learning forums.
- **Safeguarding Committee:** Supports advocacy on gender-based violence (GBV), harassment, and protection-related issues.

9.6 Partnerships with External Agencies

YPSA is committed to fostering gender-responsive partnerships that uphold equity, accountability, and shared learning.

- **Gender Focal Person:** Serves as the primary liaison on gender-related matters within partnerships, ensuring gender integration across all joint initiatives.
- **Core Management Team:** Reviews and endorses partnership agreements, ensuring they incorporate gender equity and accountability.
- **Safeguarding Committee:** Reviews and monitors safeguarding compliance within partnerships, particularly for GBV-sensitive programming and high-risk contexts.

9.7 Gender Integration in programing

Recognizing that in all sorts of crises disproportionately affect women and marginalized groups, YPSA will ensure that:

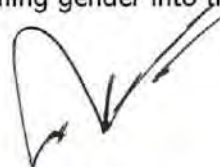
- Conduct gender analysis at the beginning of every project to identify gender-based needs, barriers, and opportunities.
- Ensure project design includes gender-responsive objectives, indicators, and outcomes.
- Design project interventions that address specific needs and roles of women and men in the community.
- Ensure equal participation of women, men, and gender-diverse persons in all project activities, committees, and decision-making forums.
- Implement safeguarding and prevention of sexual harassment mechanisms in all projects to prevent reinforcing discriminatory norms.
- Integrate sex-disaggregated data collection in all project assessments and baseline studies to measure progress and impact.
- Allocate specific budget lines for gender-related activities in all programs and projects.
- Provide gender sensitivity training for all staff, including senior management, field staff, and volunteers.
- Develop capacity of program teams to apply gender mainstreaming tools and approaches.
- Include gender-sensitive indicators in project monitoring frameworks.
- Conduct gender audits and periodic reviews to assess integration of gender aspects across programs.
- Document and share best practices and lessons learned on gender integration.
- Build partnerships with women's organizations and gender networks to promote gender equality.

Section X: Gender Policy Implementation and Accountability

10.1 Implementation Process

YPSA will operationalize the Gender Policy through a phased, organization-wide implementation plan to ensure all departments, projects, and staff roles align with its principles.

- **Responsible Leadership:** The Chief Executive holds overall accountability for policy implementation at the organizational level, ensuring gender commitments are adequately resourced, prioritized, and mainstreamed across operations.
- **YPSA Gender Committee:**
 - A Gender Committee comprising 5 members from various departments and levels will be formed by the Chief Executive for a term of two years.
 - The outgoing committee will continue its regular functions until the new committee is appointed.
 - The committee will select a Gender Focal Point from among its members to coordinate and lead its activities.
 - In case of resignation of any member, the Chief Executive will appoint a replacement.
 - The committee reports directly to the Chief Executive and is based at YPSA's Head Office, where all related documents and files are maintained.
- **Terms of Reference (ToR) for YPSA Gender Committee:**
 - Oversee and guide the implementation of the Gender Policy across YPSA.
 - Develop gender training guidelines and conduct capacity-building sessions.
 - Formulate and disseminate a Gender Mainstreaming Action Plan organization-wide.
 - Handle complaints related to gender issues with confidentiality and sensitivity.
 - Conduct annual gender audits and develop a Gender Marker tool to monitor progress.
 - Review quarterly gender data and audit findings, providing recommendations for corrective action.
 - Support organizational and program-level gender risk assessments and review mitigation measures quarterly.
 - Participate in gender-related trainings, workshops, and meetings as required.
 - Preserve all Gender Policy-related documents and records.
 - Receive and process allegations and complaints related to gender policy violations.
 - Form investigation teams when necessary and support investigations.
 - Recommend disciplinary actions or policy adjustments to the Chief Executive based on findings.
 - Maintain networks with external stakeholders on gender issues.
 - Collaborate closely with the Safeguarding Committee, PSEAH Committee, HRMD&A Department, Grievance Committee for complaint resolution.
 - Monitor implementation progress, troubleshoot challenges, and report to senior leadership.
- **Selection Criteria for Committee Members:**
 - Must be regular employees of YPSA.
 - Ensure female-to-male ratio of 3:2 for balanced representation.
 - Representation from diverse departments and geographical locations.
 - Demonstrated gender sensitivity and active engagement, based on prior track records.
- **Gender Focal Point:**
A designated Gender Focal Point will coordinate day-to-day implementation, provide technical guidance, and support departments in mainstreaming gender into their programs and operations.



- **Orientation & Capacity Building:**

Organization-wide orientation and sensitization sessions will be conducted for all staff. Departments will develop gender action plans with clear objectives, timelines, and assigned responsibilities. Gender targets will be integrated into individual staff performance indicators.

10.2 Resources Allocation

YPSA commits to allocating sufficient financial and human resources for effective gender mainstreaming, including:

- Dedicated budget lines for gender activities within every program and project.
- Hiring or contracting gender experts and consultants as necessary.
- Developing and disseminating gender-responsive materials, tools, and communication aids.
- Investing in gender-sensitive infrastructure such as separate toilet facilities and safe spaces.
- Proactive resource mobilization efforts to secure external funding for gender equality initiatives.

10.3 Monitoring and Performance Assessment

YPSA will implement a robust Monitoring and Evaluation (M&E) framework to track Gender Policy implementation and outcomes:

- Collection and analysis of sex-, age-, and disability-disaggregated data across programs.
- Use of gender-sensitive indicators incorporated in project M&E frameworks.
- Annual gender audits conducted by the Gender Committee.
- Integration of gender-specific objectives and targets into staff appraisals and performance reviews.
- Quarterly progress updates compiled by the Gender Focal Point and M&E Officer for review by the Gender Committee.
- Use of tools such as the IASC Gender Marker or a traffic-light checklist to internally assess progress and identify gaps.
- Gender Committee will recommend corrective actions based on monitoring results.

10.4 Managing Gender Backlash and Risks

Acknowledging that advancing gender equality can provoke resistance or backlash, YPSA will proactively manage risks by:

- Conducting early risk identification before project initiation, assessing potential sources of backlash (e.g., local leaders, family resistance).
- Developing clear prevention plans including community engagement, leadership involvement, and careful communication strategies.
- Encouraging staff and community members to report warning signs through established channels and regular check-ins.
- Providing basic training to staff and focal points on identifying backlash, conflict de-escalation, and timely reporting.
- Implementing rapid response measures if backlash or harm occurs, such as adjusting activities, engaging mediators, or offering protection and support to affected individuals.

10.5 Feedback and Participation Mechanisms

YPSA will establish inclusive and confidential feedback and participation channels to ensure continuous improvement and accountability:

- Use of confidential surveys, suggestion boxes, and structured feedback forms to gather inputs from staff, partners, and community members at all levels.
- Designated safe spaces for open sharing of gender-related experiences and concerns.

- Annual gender consultations with field offices, grassroots groups, and marginalized populations to incorporate diverse perspectives into policy and program adjustments.
- Systematic review and transparent follow-up on all feedback received.

10.6 Knowledge Management and Learning

To foster continuous learning and knowledge sharing on gender equality, YPSA will:

- Facilitate regular learning sessions, workshops, and training events on gender issues.
- Document and publish case studies, evaluations, and best practices of gender-responsive interventions.
- Encourage staff to share lessons learned and successful strategies through internal platforms accessible across the organization.
- Promote cross-departmental and cross-level peer learning to strengthen gender mainstreaming capacity.

10.7 Policy Review and Update

YPSA will formally review and update the Gender Policy every three years or sooner if significant contextual or organizational changes arise. The review process will include:

- Consultations with staff across all levels.
- Engagement with communities, particularly women and marginalized groups.
- Input from external gender experts as appropriate.
- Integration of findings from gender audits, program evaluations, and relevant forums.
- Approval of revised policies by senior management and endorsement by the Chief Executive.
- Organization-wide dissemination of updates to ensure understanding and compliance.

10.8 Compliance and Incentives

YPSA will maintain compliance and motivation for gender equality by:

- Implementing a compliance checklist to track progress on gender objectives, integrated into performance evaluations and regular reports.
- Recognizing outstanding commitment to gender equality through incentives such as "Gender Champion" awards, acknowledgments in staff reviews, and career development opportunities.
- Applying corrective measures or disciplinary actions in cases of non-compliance or failure to meet gender-related targets, ensuring gender equality remains a core organizational priority.



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Gender Policy Development Process 2025

Task	Duration	Responsibility
Documents Review	February 2025	By the staff and the consultant
Meeting with the staff concerned of YPSA with the consultant.	March 2025	By the staff and the consultant
Sending documents/concern areas to the consultant documented after the meeting between the staff concerned of YPSA	April 2025	By the staff who were involved in drafting the policy
Submitted the first draft by the consultant	May 2025	By the consultant
Sharing meeting with organization management	May 2025	Workshop participants
Finally submitted by the Consultant	June 2025	Workshop participants with coordination of Senior Management Team
Final Review by YPSA	August 2025	YPSA's internal Gender policy Review committee
Approval by the Executive Committee	September 2025	Chief Executive
Gender Policy (Final Copy) submission to the donor	October 2025	Chief Executive
Gender Policy in practice	From October 2025	YPSA Management



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Annexes

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Annex 1	YPSA Gender Policy Roll-Out Plan
Annex 2	Key National and International References
Annex 3	Terminologies related to principles of the Gender Policy
Annex: 4	Gender Mainstreaming Plan
Annex 5	Gender Marker Tool
Annex 6	Gender Audit Tool
Annex 7	Safe Workplace Assessment Tool
Annex 8	Gender Budgeting Framework Tool



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Annex 1

Gender Policy Roll-Out Plan

Objective:

To ensure organization-wide awareness, ownership, and implementation of the Gender Policy through structured communication and capacity-building measures.

1. Pre-Rollout Preparation (Month 1 & 2)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Finalize Gender Policy	Incorporate feedback, secure leadership approval	HR & Gender Committee	Week 1 -2	Approved Gender Policy
Develop communication materials	Prepare policy brief (Bengali Version) FAQs, posters	Gender Committee	Week 3-5	Communication toolkit is ready
Develop training content	Tailored for staff levels (field, mid, senior)	Gender Committee	Week 6-8	Training module is ready

2. Roll-Out Phase 1: Internal Communication (Month 3)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Email circular with policy brief	Share with all staff	HR	Week 1	Email disseminated
Departmental/ project/Coordination meetings	Heads to discuss policy with teams	Department/ project Heads	From Week 2 to continue	Meeting minutes are developed
Distribute visual aids	Display materials (Notice, poster) at all offices including all centers	Gender Committee and Admin	Week 3 to continue	Materials displayed

3. Roll-Out Phase 2: Capacity Building (From Month 4)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Orientation sessions	All staff – online or in-person	HRM&D&A department, Gender Committee, Safeguarding Committee, OLR Unit	From Month 4	No of staffs attended and no of feedback collected
Specialized training	For Gender Committee, HR, Safeguarding committee, Grievance committee, Senior Management team and Project Gender focal points	Gender Committee, OLR Unit	From Month 5 to continue	Trained focal persons
Inclusion in induction	For new staff gender policy will be included in the induction sessions	HRM&D&A department	Ongoing	Gender session is included

4. Roll-Out Phase 3: Embedding in Systems (Month 5-6)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Policy integration	Integrate the related clauses of Gender policy	HRM&D&A department &	Month 5 – 6	Policy cross-referenced and

	into Personnel Policy and Procedure Manual, Code of Conduct, Safeguarding policy	Safeguarding Committee, Core Management Team		integrated in Personnel policy and Procedure Manual, Safeguarding policy
Gender Focal Point system	Activate/reinforce focal point roles, Meeting with project focal points and receive quarterly report from Project Focal points	Gender Committee	From Month 5 to continue	Project focal persons are active
Feedback mechanisms	Feedback will collect through Complaint/Suggestions box, Hotline number, email, exit interview, community sessions	Project Gender focal points, M & E staff	From Month 6 to continue	No of feedback received and preserved in the Feedback log

5. Monitoring & Evaluation (Month 6 onwards)

Activity	Description	Responsible Unit	Timeline	Output/Indicator
Staff feedback survey	Assess awareness, attitude, gaps during the performance appraisal, A survey template will be developed and integrated with Performance Appraisal format	HRM&D&A department & Gender committee	Annually	Status of Gender awareness and practice among staffs are identified and documented in the survey reports
Gender audit/baseline	To inform future improvements	Gender Committee and M & E team	Annually	The improvement areas are identified and an Annual Gender Audit report is finalized
Update & review	Policy updates as needed	HRM&D&A Department, Gender Committee and Core Management team	Every 2–3 years	Revised policy



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Annex 2

Key National and International References for Gender Policy (Including Humanitarian Response)

◊ International Frameworks and Standards

- 1) CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women):
<https://www.un.org/womenwatch/daw/cedaw/>
- 2) Beijing Declaration and Platform for Action (1995):
https://www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf
- 3) Sustainable Development Goals (SDG 5: Gender Equality):
<https://sdgs.un.org/goals/goal5>
- 4) UN Security Council Resolution 1325 and Women, Peace and Security (WPS):
<https://www.unwomen.org/en/news/in-focus/women-peace-security>
- 5) IASC Gender Handbook for Humanitarian Action (2017):
<https://interagencystandingcommittee.org/gender-and-humanitarian-action/iasc-gender-handbook-humanitarian-action-2017>
- 6) IASC Guidelines on Integrating GBV in Humanitarian Action: <https://gbvguidelines.org/en/>
- 7) Sphere Handbook: Humanitarian Charter and Minimum Standards:
<https://spherestandards.org/handbook/>
- 8) HAP (Humanitarian Accountability Partnership) Standards:
<https://www.chsalliance.org/standards/humanitarian-accountability-partnership-hap-standard/>
- 9) Minimum Standards for Gender Equality in Emergencies:
<https://insights.careinternational.org.uk/publications/minimum-standards-for-gender-in-emergencies>
- 10) Yogyakarta Principles on the Application of International Human Rights Law in relation to Sexual Orientation and Gender Identity: <https://yogyakartaprinciples.org/>
- 11) Gender Equality Policy Marker (OECD DAC): <https://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

◊ National Frameworks (Bangladesh)

- 1) Constitution of Bangladesh: <https://bdlaws.minlaw.gov.bd/act-details-367.html>
- 2) National Women Development Policy (NWDP), 2011:
<http://www.mowca.gov.bd/site/page/f9ff06e4-d9d4-4f73-9f86-c2b6eab42f21>
- 3) Bangladesh Labour Act, 2006 (amended 2018): <https://bdlaws.minlaw.gov.bd/act-940.html>
- 4) Prevention of Sexual Harassment Guidelines (2009):
<https://www.askbd.org/ask/2021/06/16/high-court-guidelines-against-sexual-harassment-2009/>
- 5) National Plan of Action on Violence Against Women: <http://www.mowca.gov.bd/>
- 6) 7th Five Year Plan of Bangladesh: <https://policy.asiapacificenergy.org/node/3133>
- 7) 8th Five Year Plan of Bangladesh:
https://plandiv.gov.bd/sites/default/files/files/plandiv.portal.gov.bd/files/95a0862b_1d07_4779_942d_2e7842c23abe/2021-08-17-05-06-3f2f1f646db19660a8c848f2e10d70b7.pdf
- 8) National Strategy for Adolescent Health (2017–2030):
<https://www.unicef.org/bangladesh/en/reports/national-strategy-adolescent-health-2017-2030>
- 9) Bangladesh National Strategy on Prevention and Response to Gender-Based Violence:
<https://evaw-global-database.unwomen.org/en/countries/asia/bangladesh/2009/national-strategy-on-gbv>
- 10) National Action Plan on UNSCR 1325: <https://wps.unwomen.org/naps/bangladesh-2022/>

Annex 3

Terminologies related to principles of the Gender Policy

Gender refers to the socially constructed roles, behaviors, expressions and identities of girls, women, boys, men, and gender-diverse people. It influences how people perceive themselves and each other, how they act and interact, and the distribution of power and resources in society.¹

Gender Equality is the concept that women and men, girls and boys have 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. Gender equality is, therefore, the equal valuing by society of the similarities and differences between men and women, and the roles they play. It is based on women and men being full partners in the home, community, and society. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities, and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs, and priorities of both women and men and girls and boys are taken into consideration, recognizing the diversity of different groups and that all human beings are free to develop their personal abilities and make choices without the limitations set by stereotypes and prejudices about gender roles. Gender equality is a matter of human rights and is considered a precondition for, and an indicator of, sustainable people-centered development.²

Gender equity is the process of being fair to women and men and **gender** diverse people, to ensure fairness, strategies and measures must often be available to compensate for women's and gender diverse people's historical and social disadvantages that prevent women and men and gender diverse people from otherwise operating on a level playing field.³ In order to create true equality of opportunity, equity is needed to ensure that everyone has the same chance of getting there. However, ALRD will be cautious when dealing with **equity**; providing too little to those who need it and too much to those who do not can further exacerbate the inequalities.

Diversity and Inclusion: Diversity means being composed of differing elements. In a workplace, diversity means that the workforce is made up of employees of different races, gender identities, career backgrounds, skills, and so on. Diversity is proven to make communities and workplaces more productive, tolerant, and welcoming. **Inclusion** is the practice of providing everyone with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalized groups like those based on gender, race or disabilities a means for them to feel equal in the workplace. Inclusive actions, like creating employee resource groups or hosting information sessions, make the workplace a safer, more respectful environment for all employees.⁴

Gender expression External appearance of one's gender identity is usually expressed through behavior, clothing, haircut, or voice, which may or may not conform to socially defined characteristics typically associated with either masculine or feminine behaviors⁵

Gender Identity One's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from the sex assigned at birth.⁶

¹ <https://cihr-irsc.gc.ca/e/48642.html>

² <https://www.unicef.org/rosa/media/1761/file/Genderglossarytermsandconcepts.pdf>

³ <https://www.unicef.org/rosa/media/1761/file/Genderglossarytermsandconcepts.pdf>

⁴ <https://builtin.com/diversity-inclusion>

⁵ <https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions>

⁶ <https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions>



Sexual Orientation An inherent or immutable enduring emotional, romantic, or sexual attraction to other people. **Sexual orientation** refers to a person's "emotion, affection and sexual attraction to...individuals of a different gender or the same gender or more than one gender." Everyone has a **Sexual Orientation and Gender Identity (SOGI)**. It's an inclusive term that applies to everyone.⁷

Heteronormativity is the concept that heterosexuality is the preferred or normal mode of sexual orientation. It assumes the gender binary (i.e., that there are only two distinct, opposite genders) and that sexual and marital relations are most fitting between people of opposite sex. A heteronormative view, therefore, involves alignment of biological sex, sexuality, gender identity and gender roles. Heteronormativity is often linked to heterosexism and homophobia.^{[1][2]} The effects of societal heteronormativity on lesbian, gay and bisexual individuals can be examined as heterosexual or "straight" privilege.⁸

Gender Mainstreaming "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies, or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality."

Mainstreaming includes gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantageous position. Gender-specific interventions can target women exclusively, men and women together, or only men, to enable them to participate in and benefit equally from development efforts. These are necessary temporary measures designed to combat the direct and indirect consequences of past discrimination.⁹

Sexuality is a central aspect of being human throughout life and encompasses sex, gender identities, and roles, sexual orientation, eroticism, pleasure, intimacy, and reproduction. Sexuality is experienced and expressed in thoughts, fantasies, desires, beliefs, attitudes, values, behaviors, practices, roles and relationships. While sexuality can include all of these dimensions, not all of them are always experienced or expressed. Sexuality is influenced by the interaction of biological, psychological, social, economic, political, cultural, ethical, legal, historical and religious, and spiritual factors. (*WHO draft working definition 2002*)¹⁰ Gender and sexuality are one of several axes of power and discrimination – others being class, caste, ethnicity, race, location, ability, sexuality, etc.

Masculinity- social expectations of being a man: The term 'masculinity' refers to the roles, behaviors, and attributes that are considered appropriate for boys and men in a given society. Masculinity is constructed and defined socially, historically, and politically, rather than being biologically driven. We can think of masculinity as a shorthand for talking about the social expectations and practices of manhood; expectations and practices which are reinforced every day by individuals as well as by institutions, such as the law, the economy, religion, education, and the media. Women as well as men are involved in reinforcing these social expectations of masculinity (e.g. when a mother tells her son to act like a man and not to cry.)¹¹

⁷ <https://www.hrc.org/resources/sexual-orientation-and-gender-identity-terminology-and-definitions>

⁸ <https://en.wikipedia.org/wiki/Heteronormativity>

⁹ <https://www.ilo.org/public/english/bureau/gender/newsite2002/about/defin.htm>

¹⁰ <https://www.coe.int/en/web/gender-matters/sexuality>

¹¹ https://www.ndi.org/sites/default/files/ACFrOgAZ9X_S2BI-K9iPv3XhiQ14OFw6QWwUNSQwJwUjNXzShO1b_Wv9-Vbsw1KXQrkmDxRZ-nlwzPhL-WiQLh1agPgzn5s7QjFg-wYQOclafAvyfqNvFQXX_UYSZKGjzuPLIyI2J_UFqRjaCxNs.pdf


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Gender-based analysis (GBA) is a lens of analysis that examines and assesses existing differences between women's and men's socio-economic realities and life situations. It also analyzes the differential impacts of proposed and existing policies, programs, legislative options, and agreements on women and men. The use of GBA as an analytical tool is critical in designing legislation, policies, regulations, programs, or projects that reduce existing gender inequalities and that can promote gender equality. GBA is a management tool that can be examined by auditors and that can also be used as an audit tool.¹²

GBA Plus is an analytical process that provides a rigorous method for the assessment of systemic inequalities, as well as a means to assess how diverse groups of women, men, and gender-diverse people may experience policies, programs, and initiatives. The "plus" in GBA Plus acknowledges that GBA Plus is not just about differences between biological (sexes) and socio-cultural (genders). We all have multiple characteristics that intersect and contribute to who we are. GBA Plus considers many other identity factors such as race, ethnicity, religion, age, and mental or physical disability, and how the interaction between these factors influences the way we might experience government policies and initiatives.¹³

Intersectionality, the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, is regarded as creating overlapping and interdependent systems of discrimination or disadvantage.¹⁴

Sexual harassment is inappropriate, unwanted, and unwelcome conduct or behaviour of a sexual nature perceived as harassment by the receiver, which has an adverse effect on the dignity of women and men both inside and outside the workplace. Sexual harassment is defined as any direct or indirect form of the following behaviors: a. unwanted physical contact or conduct b. verbal abuse of a sexual nature c. demeaning, insulting, intimidating or sexually aggressive comments d. threats that refusal of sexual advances will have an adverse effect on employment conditions e. demeaning comments or psychological pressure for refusing sexual advances.¹⁵

Gender Diversity is an umbrella term that is used to describe gender identities that demonstrate a diversity of expression beyond the binary framework. It is about acknowledging and respecting that there are many ways to identify outside of the binary of male and female. It's not about attention seeking or receiving special treatment, it is about being one's authentic self. There is no need for people to know about every gender identity out there. What is more important is that people respect those who are gender diverse and the choices they make in their life. Inclusivity not only benefits gender-diverse people it benefits everyone.¹⁶

Non-binary or genderqueer is an umbrella term for gender identities that are not solely male or female identities that are outside the gender binary. Non-binary identities fall under the transgender umbrella since non-binary people typically identify with a gender that is different from their assigned sex, though some non-binary people do not consider themselves transgender. Non-binary people may identify as an intermediate or separate third gender, identify with more than one gender, have no gender (agender), or have a fluctuating gender identity (genderfluid). Gender identity is separate from sexual or romantic orientation; non-binary people have various sexual orientations, just as cisgender people do. Being non-binary is also not the same as being intersex; most intersex people identify as either male or female.¹⁷

¹² <https://www.caaf-fcar.ca/en/gender-equality-concepts-and-context/gender-based-analytical-and-planning-tools>

¹³ <https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html>

¹⁴ <https://www.ywboston.org/2017/03/what-is-intersectionality-and-what-does-it-have-to-do-with-me/>

¹⁵ https://www.icddrb.org/dmdocuments/icddrb_sex_harass_fs.pdf

¹⁶ <https://genderrights.org.au/information-hub/what-is-gender-diversity/>

¹⁷ https://en.wikipedia.org/wiki/Non-binary_gender



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Gender-Based Violence refers to any type of harm that is perpetrated against a person or group of people because of their factual or perceived sex, gender, sexual orientation, and/or gender identity.

Gender-based violence is based on an imbalance of power and is carried out with the intention to humiliate and make a person or group of people feel inferior and/ or subordinate. This type of violence is deeply rooted in the social and cultural structures, norms, and values that govern society, and is often perpetuated by a culture of denial and silence. Gender-based violence can happen in both the private and public spheres and it affects women disproportionately. **Gender-based violence can be sexual, physical, verbal, psychological (emotional), or socio-economic and it can take many forms.**¹⁸

Women's Empowerment is a process by which women gain power and control over their own lives and acquire the ability to make strategic choices. Women's empowerment has five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.¹⁹

Feminism is an interdisciplinary approach to issues of equality and equity based on gender, gender expression, gender identity, sex, and sexuality as understood through social theories and political activism. Historically, feminism has evolved from the critical examination of inequality between the sexes to a more nuanced focus on the social and performative constructions of gender and sexuality. Feminist theory now aims to interrogate inequalities and inequities along the intersectional lines of ability, class, gender, race, sex, and sexuality, and feminists seek to effect change in areas where these intersectionality's create power inequity. Intellectual and academic discussion of these inequities allows our students to go into the world aware of injustices and to work toward changing unhealthy dynamics in any scenario.²⁰ **Feminism is about all genders having equal rights and opportunities.** It's about respecting diverse women's experiences, identities, knowledge, and strengths, and striving to empower all women to realize their full rights. It's about levelling the playing field between genders and ensuring that diverse women and girls have the same opportunities in life available to boys and men.²¹



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¹⁸ <https://www.coe.int/en/web/gender-matters/what-is-gender-based-violence>

¹⁹ <https://eige.europa.eu/thesaurus/terms/1102?lang=en>

²⁰ <https://wgs.eku.edu/what-feminism-0>

²¹ <https://iwda.org.au/learn/what-is-feminism/>



Annex 4
Gender Mainstreaming Plan
Aligned with Gender Policy – Updated September 2025

This Gender Mainstreaming Plan outlines strategic actions aligned with YPSA Gender Policy. Each action is categorized by strategic area, responsible unit, timeline, indicators, and term classification (short, mid, or long-term).

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
1. Strategic Level Commitments					
Organizational Leadership & Governance	Ensure core and senior management accountability for gender equality goals by explicitly integrating gender commitments into leadership responsibilities and strategic planning processes.	Chief Executive, Gender Focal Point	Immediate	% of senior leaders with gender targets (e.g. setting targets to increase the representation of women in senior leadership positions, ensuring gender-balanced participation in all training programs, etc.)	Short-Term
	Embed gender objectives into staff performance appraisals of senior management and department heads, linking gender outcomes to their annual evaluations, incentives, and leadership reviews.	HRM&D&A Department, Gender Focal Point	Within 6–12 months	% of senior managers and department heads who demonstrate measurable progress in achieving gender-related targets and commitments in their annual performance review.	Mid-Term
	Publicly communicate the organization's gender equality commitments , reinforcing leadership's visible endorsement and creating accountability to staff, partners, and communities.	Gender Focal Point, Project Focal persons	Within 6–12 months	% of staff who are aware of the organization's gender equality commitments (as measured through staff feedback surveys).	Mid-Term
	Establish and empower a high-level Gender Committee , with clear terms of reference and representation across departments to guide and monitor gender mainstreaming efforts.	Chief Executive Gender Committee, Project gender focal persons	Ongoing	A functional Gender Committee is established with approved Terms of Reference (ToR). % of projects with gender analysis	Mid-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
	Provide regular gender leadership training and briefings/sessions for program and project leadership to deepen their understanding of intersectional gender issues and foster a culture of inclusion and accountability.	Gender focal point of Gender committee and project gender focal points	Ongoing	% of training and sessions with diverse participation	Mid-Term
	Integrate sex-disaggregated data collection in all project assessments and baseline studies to measure progress and impact	M & E team, Gender committee and project gender focal points	Ongoing	All project report, M&E report, training & sessions, assessment and baseline studies are reflected sex disaggregated data	Mid-Term
	Use sex- and age-disaggregated data and intersectional approaches.	KM4D Department, Social Development Department, Project development team	All new proposals	% of proposals with disaggregated targets	Mid-Term
	Allocate dedicated budget and resources under leadership oversight to support implementation of gender-related strategies, training, and monitoring activities.	Director (Finance), Chief Executive,	Annual plan & budget, Business development plan	Specific budget line item for gender initiatives	Mid-Term
Partnerships and Advocacy	Join local, national, and regional gender equality platforms or coalitions to collaborate with other actors, contribute to joint advocacy, and stay informed on policy developments and best practices.	Network and Strategic Unit (NSU), Gender Committee	Ongoing	# of networks joined	Mid-Term
	Partner with women's rights organizations, feminist networks, and community-based groups to strengthen grassroots voices, co-create solutions, and ensure programming is grounded in lived realities.	Network and Strategic Unit (NSU), Gender Committee, Project Gender focal points	Ongoing	# of active partnerships	Mid-Term
	Lead joint campaigns on gender policy reform aligned with international frameworks such as	Gender Committee, Gender focal point,	Annually	# of campaigns conducted	Long-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
2. Gender-Responsive Workplace	CEDAW, the Beijing Platform for Action, and the Sustainable Development Goals (SDGs).	Project Gender Focal Points			
	Promote the participation of marginalized groups in advocacy spaces , ensuring their perspectives are represented in decision-making platforms and public discourse.	Project Focal Persons, Gender focal point, Project gender focal points, Project head, Gender committee	Ongoing	# of marginalized groups participated in advocacy spaces	Mid-Term
	Leverage evidence and learning from programs (e.g., success stories, gender-disaggregated data, and research findings) to inform advocacy messaging and contribute to policy change.	Project Focal Persons, Gender focal point, Project Gender Focal Points, Project head, Gender committee	Ongoing	# of advocacy initiatives, policy briefs or communication materials developed and disseminated using gender disaggregated data, success stories or research findings	Mid-Term
Recruitment, Retention & Advancement Safeguarding and Workplace Culture	Adopt gender-sensitive job descriptions that use inclusive, non-discriminatory language, clearly articulate the organization's commitment to gender equity, and highlight flexible work arrangements where applicable to attract candidates from diverse backgrounds, especially women and marginalized groups.	HRM&D&A Department	Within 6 months and reviewed annually	All the job descriptions are inclusive and gender-sensitive	Short-Term
	Ensure inclusive outreach and advertising strategies , such as publicizing job opportunities through platforms that reach women, persons with disabilities, ethnic minorities, and other underrepresented populations. Outreach will intentionally target communities and institutions that can diversify the applicant pool.	HRM&D&D Department, Gender Committee	Within 6-12 months	# of job announcements disseminated through diverse and inclusive platforms that reach women, persons with disabilities, ethnic minorities, and other underrepresented groups.	Mid-Term
	Apply affirmative action in promotions and leadership development , especially in units or departments where women or other marginalized staff are underrepresented. This	HRM&D&A Department	Ongoing	The guideline on mentorship programs for career advancement is developed; # of mentorship program implemented targeting	Mid-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
	includes setting targets, creating mentorship pipelines, and ensuring promotion criteria are transparent and free of bias.			women or other marginalized staff, % of women or other marginalized staff are promoted	
	Establish gender-balanced recruitment panels and monitor biasness.	HRM&D&A Department	Ongoing	% of panels with gender parity	Short-Term
	Provide ongoing capacity development and leadership opportunities to support career advancement for women and marginalized staff, including training, coaching, and exposure to decision-making spaces.	All Department, Project Focal Persons, Gender Focal Point	Within 6–12 months	The guideline on mentorship programs for career advancement is developed; # of women or other marginalized staff received training, coaching	Mid-Term
	Track and report gender-disaggregated data on recruitment, retention, promotion, and attrition to inform evidence-based interventions and organizational learning.	HRM&D&A Department	Quarterly	The quarterly gender-disaggregated data is developed and preserved	Mid-Term
	Ensure reasonable facilities/flexibility in hiring and employment for persons with disabilities; revise recruitment materials and interview formats accordingly.	HRM&D&A Department	Within 6 months	% of job ads are inclusive; # of special arrangements or adjustments implemented for Persons with disabilities	Mid-Term
	Introduce inclusive leave policies (e.g. maternity, paternity, menstrual, and family needs leave) in Gender and Personnel Policy & Procedure Manual and communicate these during onboarding.	HRM&D&A Department	Within 3 months	# of staff utilized inclusive leave options	Short-Term
	Enforce a zero-tolerance policy on all forms of harassment, abuse, exploitation, and discrimination , including gender-based violence, bullying, and inappropriate workplace behavior	HRM&D&A Department, Gender committee, Safeguarding committee,	Ongoing; quarterly review	# of reported cases resolved;	Short-Term
	Provide multiple, accessible, and confidential reporting mechanisms —such as safeguarding focal points, PSEAH focal point, complaint boxes, email, and hotlines—ensuring that	Safeguarding Committee, Gender Committee,	Ongoing	Reporting satisfaction score	Mid-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
	survivors feel safe, supported, and protected from retaliation.				
	Ensure survivor-centered response protocols are in place, including referral pathways, confidentiality standards, and trained personnel to handle cases sensitively and effectively.	Gender committee, safeguarding committee,	Within 6–12 months	# of cases managed following established survivor-centered procedures.	Mid-Term
	Integrate safeguarding into all staff inductions, training modules, and partnership agreements, reinforcing a culture of accountability and shared responsibility.	HRM&D&A Department, Gender committee, Safeguarding committee,	Within 6–12 months	% of staff and partners trained on safeguarding and accountability mechanisms	Mid-Term
	Provide gender-sensitive workplace facilities, including menstrual hygiene products, breastfeeding corners, flexible work hours, family-friendly leave policies, and accessible infrastructure for persons with disabilities.	HRM&D&A Department	6 months	# of facilities available	Short-Term
	Promote a respectful workplace culture through continuous awareness-raising, leadership modeling of inclusive behavior, and regular feedback loops with staff.	HRM&D&A Department, Gender committee	Within 6–12 months	% of staff reporting improved awareness and practice of respectful workplace behavior.	Mid-Term
	Align grievance redress mechanisms with the Gender and Safeguarding Policy, ensuring trained focal points and survivor-centered protocols.	HRM&D&A Department, Gender Focal Point	Within 6 months	% of cases resolved using survivor-centered protocols	Mid-Term
3. Staff Capacity Development					
Capacity Building	Conduct mandatory gender training for all staff, including senior management, with content tailored to their roles and responsibilities. These will cover gender equality principles, unconscious bias, inclusive communication, intersectionality, and workplace harassment.	Gender committee, OLR Unit	Quarterly training; annual workshops	# of staff trained; % with improved scores	Short-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
	Organize periodic refresher courses to ensure continued learning and adaptation to evolving gender norms, legal frameworks, and organizational priorities.	Gender committee	Ongoing	% of staff who successfully complete refresher training and demonstrate improved knowledge	Mid-Term
	Develop leadership capacity for women and marginalized groups through targeted mentorship programs, leadership development tracks, and access to professional development opportunities that prepare them for decision-making roles.	HRM&D&A Department, Gender committee, OLR Unit	Ongoing	# of women and marginalized group members' are in leadership and decision-making roles	Mid-Term
	Integrate gender into all other trainings , such as those on project management, M&E, finance, and safeguarding, to ensure a cross-cutting understanding of gender equality.	All department, Project Focal Persons, Gender committee	Within 6–12 months	# of trainings on project management, M&E, finance, and safeguarding that have integrated gender equality components	Mid-Term
	Support gender committee and Project Gender Focal Points with advanced training, peer-learning platforms, and technical backstopping to enhance their effectiveness across departments and projects.	Gender Committee, OLR Unit	Ongoing	# of trained focal persons	Short-Term
	Evaluate training impact through post-training assessments, feedback loops, and application of learning in real-time work environments.	Gender Committee, OLR Unit	Ongoing	# of participants demonstrating improved knowledge or skills.	Mid-Term
4. Operational Integration					
Program Design and Delivery	Integrate gender analysis at every stage of the project cycle —from needs assessment and design to implementation, monitoring, and evaluation. This includes identifying gender-specific barriers, risks, and opportunities to inform strategies and resource allocation.	KM4D, Project development team, Project Focal Persons, M & E Team	All new proposals; biannual review	% of projects with gender objectives & activities	Mid-Term
	Ensure the active participation of women, girls, and gender-diverse groups in the design,	KM4D, Project development team,	Ongoing	% of participants in program planning, implementation, and	Mid-Term

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Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators
	implementation, and evaluation of programs. Participation will be inclusive, meaningful, and sensitive to power dynamics and intersecting vulnerabilities.	Project Focal Persons, M & E Team Gender committee,		evaluation processes who are women, girls, or gender-diverse individuals
	Apply intersectional approaches to recognize how gender intersects with age, disability, ethnicity, class, and other identities that affect access, participation, and outcomes.	Project heads, Gender committee, Project Gender Focal Points,	Ongoing	% of representation of multiple identities (e.g., women with disabilities, ethnic minority youth) in program/project.
	Use sex- and age-disaggregated data in planning, target setting, and impact measurement and ensure data is used to inform course corrections and advocacy.	Project team, Gender committee, Project Gender Focal Points, M & E team	Ongoing	# of program reports, plans, strategies and M&E tools included sex- and age-disaggregated data
	Design targeted interventions to address the specific needs and aspirations of marginalized groups, including survivors of gender-based violence, survivors of trafficking, persons with disabilities, indigenous community, people at high risk occupations, etc.	KM4D, Project development team, Project Focal Persons,	Ongoing	# of targeted interventions designed specifically for marginalized groups
	Mainstream gender equality objectives across all thematic areas (e.g., Health, Education, Human Rights & Good Governance, Environment & Climate Change, DRR & Humanitarian response) and ensure alignment with national gender policies and international frameworks such as CEDAW and SDG 5.	All Department, Gender Committee, Theme Focal points	Within 6–12 months	% of program activities within each thematic area explicitly address gender equality objectives
	Develop gender-sensitive indicators and tools to monitor progress and capture both quantitative and qualitative change in the lives of beneficiaries.	M & E team, Project heads, Gender focals, Gender Committee	Within 6–12 months	# of gender-sensitive indicators and tools developed for monitoring program outcomes.



Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
Monitoring, Evaluation & Learning (MEL)	Integrate gender-sensitive safeguards in all projects, to avoid exacerbating gender inequalities.	Project head, Safeguarding committee, Gender committee	Ongoing	# of projects with safeguards	Mid-Term
	Track sex- and age-disaggregated data systematically across all programs, using it to assess differential impacts, identify gaps, and inform adaptive strategies.	M&E team, Gender committee, Project gender focal points	Quarterly	# of audits; change in gender indicators	Short-Term
	Develop and apply gender-sensitive indicators that go beyond numeric counts to measure changes in power relations, access to services, decision-making, and reduction in gender-based barriers.	Relevant Department / Gender Focal Point	Within 6–12 months	# of gender-sensitive indicators and tools developed.	Mid-Term
	Conduct regular gender audits and reviews , both internal and external, to assess progress in gender mainstreaming, identify capacity gaps, and strengthen accountability.	M&E team, Gender committee	Annually	# of audits; stories collected	Mid-Term
	Utilize participatory monitoring approaches such as community scorecards, attitude change surveys, and Most Significant Change (MSC) storytelling to gather qualitative insights and amplify community voices.	All Department / Gender committee	Within 6–12 months	# of participatory monitoring tools (community scorecards, attitude surveys, MSC storytelling) developed and implemented	Mid-Term
	Integrate gender into all M&E frameworks, tools, and reporting formats , ensuring that learning reflects the lived experiences of women, men, and gender-diverse individuals.	M&E team	6 months	Gender marker scores reported	Short-Term
	Ensure M&E staff and partners are trained in gender-responsive methods and provide technical support to ensure consistent implementation of gendered monitoring practices.	Gender Committee, OLR Unit, M & E Team	Within 6–12 months	# of M&E tools, frameworks, and reports that integrate gender-responsive indicators and sex-disaggregated data	Mid-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
	Use M&E findings to inform organizational learning and influence future strategy, while transparently sharing gender-related outcomes with stakeholders, including communities	All Department / Gender committee	Ongoing	% of organizational or project strategies, plans, or programs revised or adapted based on gender-related M&E findings.	Mid-Term
	Apply Gender Responsive Budgeting (GRB) across all programs and operational planning. This includes assessing the gender impact of budget decisions and allocating resources to address identified gender gaps.	Finance & Program Leads	Annual budgeting cycle	% of budget with gender target; GRB audit score	Mid-Term
	Integrate gender considerations into annual budgets and funding proposals, ensuring that gender equality objectives are supported with dedicated financial resources.	Finance Department, Economic Development department, Project proposal development team, Gender committee	Ongoing/ Annual	% of budget with gender target	Mid-Term
	Establish a minimum percentage allocation of program budgets to directly support gender-focused activities and inclusion efforts, especially for marginalized populations.	Finance Department, Economic Development department, Project proposal development team, Gender committee	Ongoing	% of budget are allocated for gender focused activities	Mid-Term
	Track and report gender-tagged expenditures annually, using financial systems that allow disaggregation of spending related to gender outcomes.	Finance Department, Economic Development department, Gender committee	Annual	% of allocated budget is expended for gender activities	Mid-Term
	Build capacity among finance and program teams to understand and implement GRB practices effectively.	Finance Department, Gender committee, OLR unit	Within 6-12 months	# of finance and Program staffs are trained on GRB practice	Mid-Term
	Introduce gender-tagged reporting formats in financial software to track spending on gender-specific priorities quarterly.	Finance department, Program heads, Gender Committee	Annual	Availability of gender-tagging features	Long-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
5. Women's Leadership Inclusive Leadership Pathways	Identify and promote women leaders at all levels of the organization, especially in programmatic, technical, and operational leadership roles.	HRM&D&A Department, Gender committee, Project Focal	Within 6 months; annual review	% of women in leadership positions	Short-Term
	Create a structured leadership pipeline for women and marginalized staff, including mentorship programs, leadership development cohorts, and exposure to high-level decision-making platforms.	HRM&D&A Department, CMT	Within 1 year	# of staff enrolled in leadership tracks	Mid-Term
	Ensure equal access for women and gender-diverse staff to professional growth opportunities (e.g., training, conferences, stretch assignments) through transparent selection processes.	HRM&D&A Department and other department, Project Focal, OLR Unit,	Quarterly review	% of female participants in leadership trainings	Short-Term
	Establish gender-balanced committees, boards, with specific targets to enhance women's representation in governance and oversight bodies.	Chief Executive, HRM&D&A Department	Immediate and ongoing	% of committees with >40% women	Short-Term
	Recognize and celebrate the leadership contributions of women and marginalized staff through internal awards, storytelling, and external communications to inspire future leaders.	CMT, HRM&D&A Department, Gender committee	Annually	# of leadership stories shared	Mid-Term
	Establish Women's Forum and mentorship circles internally to foster peer learning and leadership among women and gender-diverse staff.	Gender Committee	Within 1 year	# of female staffs are the member of women forum	Mid-Term
	Address barriers to women's leadership (e.g., mobility constraints, care responsibilities, cultural bias) by introducing flexible work,	HRM&D&A Department, Gender committee	Annual	Staff satisfaction survey results; retention rates	Mid-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	
Community Engagement	policies, support services, and awareness-building among male allies.				
	Foster meaningful participation of women, youth, persons with disabilities, and gender-diverse individuals in all stages of the program cycle, from design and implementation to evaluation and feedback.	Project head, Project Gender focal points	Biannual assessments	% change in gender attitude survey scores	Mid-Term
	Promote community-led solutions by recognizing and strengthening the capacities, knowledge, and leadership of marginalized groups to influence decisions that affect their lives.	Project focal Persons, Project head, Project Gender focal points	Ongoing	% of marginalized group members are in decision making role	Mid-Term
	Establish accessible and inclusive feedback mechanisms (e.g., hotlines, complaint boxes, email, in-person forums) that are confidential, responsive, and culturally appropriate for diverse community members.	Gender committee, Safeguarding Committee HRM&D&A department, Central Compliance unit/CAMLCO,	Within 6–12 months	# of feedbacks are received from community members via accessible feedback mechanism	Mid-Term
	Ensure community engagement strategies are inclusive and intersectional , recognizing and responding to the unique experiences shaped by gender, caste, ethnicity, age, disability, and migration status.	Project Gender focal Points, Project head, Gender committee	Ongoing	% of participants in community engagement initiatives from marginalized or underrepresented groups.	Mid-Term
	Invest in ongoing awareness-building on gender equality, rights, and social inclusion at the grassroots level through dialogues, campaigns, and local champions.	Project head, Project Gender focal points,	Annually	# of events held	Mid-Term
	Document and disseminate lessons from community engagement to inform organizational learning, policy advocacy, and scaling of good practices.	Project head, Project Gender focal points, KM4D department	Ongoing	# of good practices, case studies are preserved and disseminated via publications /YPSA website	Mid-Term

Strategic Area	Key Actions	Responsible Unit	Timeline	Indicators	Term
	Implement community scorecards, attitude change surveys, and Most Significant Change (MSC) storytelling as participatory monitoring tools to capture community feedback, measure shifts in perception and behavior, and document meaningful qualitative outcomes that reflect real-life impact Ensure representation of religious, ethnic, and linguistic minorities in community gender assemblies, feedback mechanisms, and leadership roles.	Project head, Project Gender focal points, Project head, Project Gender focal points,	Annual Ongoing	% of respondents reporting positive change in attitudes, behaviors, or practices as identified through attitude change surveys and MSC stories % of participants from minority groups	Mid-Term Mid-Term

This Gender Mainstreaming Plan serves as a practical roadmap to translate YPSA's gender equality commitments into measurable action across all levels of the organization. By embedding gender considerations into leadership, human resources, program design, budgeting, and community engagement, the plan ensures that gender equity is not an add-on, but a core organizational value. Effective implementation will require sustained leadership commitment, cross-departmental collaboration, adequate resourcing, and continuous learning. Regular monitoring and adaptive management will be essential to address emerging challenges and deepen our impact. Through this plan, YPSA reaffirms its commitment to fostering an inclusive, safe, and empowering environment for all individuals—particularly women, girls, and gender-diverse populations—in the communities we serve.



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Annex 5

Gender Marker Tool for Program Cycle

This Gender Marker Tool is designed to assess, guide, and enhance gender responsiveness in the program cycle stages—Design, Implementation, Monitoring, and Evaluation—across YPSA's all thematic areas. It adapts the IASC Gender Marker and uses a simplified traffic-light system (Red, Yellow, Green) to help teams identify gaps, improve interventions, and promote gender equality and inclusion.

The Objectives of the Gender Marker

- Mainstream gender considerations across the program cycle.
- Track progress in integrating gender equality.
- Support gender-transformative programming and accountability.

Health			
Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Are gendered needs (<i>women, girls, men, boys, persons with disabilities, and gender-diverse individuals, especially regarding dignity, safety, and cultural appropriateness</i>) and safety concerns systematically identified through participatory gender analysis during design or baseline?	● No analysis ● Partial identification ● Comprehensive analysis integrated	● / ● / ●
Implementation	Are Health facilities inclusive (e.g., separate washrooms, menstrual hygiene support etc.)?	● Gender-blind ● Gender-sensitive ● Gender-transformative	● / ● / ●
	Do health services ensure equitable access (SRHR, disability-friendly, maternal health etc.)?	● Gender-blind ● Gender-sensitive ● Gender-transformative	● / ● / ●
	Are women and men equally involved in community health committees or decision-making platforms?	● Generic approach ● Surface level ● Inclusive, responsive strategies	● / ● / ●
	Are health communication materials gender-sensitive and inclusive?	● Gender-blind ● Gender-sensitive ● Gender-transformative	● / ● / ●
Monitoring	Does the M&E framework include indicators measuring gender equality outcomes in health?	● No tracking ● Some indicators ● Inclusive, responsive indicators	● / ● / ●
	Are women and marginalized groups part of feedback mechanisms for health services?	● No tracking ● Some data ● Disaggregated data +	● / ● / ●

		feedback loop	
	Is health data collected and analyzed by sex, age, and disability?	☐ No tracking ☐ Some data ☐ Disaggregated data, feedback loop	☒ / ☐ / ☐
Evaluation	Are gendered outcomes (e.g., safety, time use, health) assessed?	☐ No gender outcomes ☐ Limited insights ☐ Clear impact and lessons	☒ / ☐ / ☐
Education			
Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Are structural, social, and cultural barriers to education for girls, children with disabilities, and marginalized groups (e.g., ethnic minorities, gender-diverse learners) thoroughly analyzed and addressed (Includes access, safety, distance, socio-cultural norms, gender-based violence, and school-related needs.) in program design?	☐ No analysis ☐ Basic identification ☐ In-depth analysis informing design	☒ / ☐ / ☐
	Are gender-specific roles, needs, access to resources, decision-making power, and constraints for women, men, and marginalized groups (including youth, gender-diverse individuals, and persons with disabilities) analyzed and addressed (<i>Includes access to vocational and technical training, markets, mobility etc.</i>) in the TVET program design?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☒ / ☐ / ☐
Implementation	Does the project ensure equitable access to education for girls, boys, and marginalized groups (e.g., children with disabilities, ethnic minorities)?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☒ / ☐ / ☐
	Does the project promote women's and girls' leadership roles (e.g., as teachers, peer leaders, SMC members)?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☒ / ☐ / ☐
	Are gender-sensitive resources provided (e.g., classroom inclusivity, learning materials in local dialects, female teachers, separate toilets)?	☐ Generic approach ☐ Basic measures ☐ Inclusive, responsive strategies	☒ / ☐ / ☐
Monitoring	Are indicators disaggregated by sex, age and disability (enrollment, attendance, drop out and performance)?	☐ No data ☐ Incomplete data ☐ Fully disaggregated + analyzed	☒ / ☐ / ☐

	Are girls, boys, women, and men engaged in participatory review and feedback processes?	☐ No data ☐ Incomplete data ☒ Fully disaggregated + analyzed	☒ / ☐ / ☐
Evaluation	Does the evaluation assess gender parity and attitude change?	☐ No gender focus ☐ Limited depth ☒ Outcome-focused and transformative	☐ / ☐ / ☒
	Does the project promote changes in gender norms (e.g., delayed marriage, girls' leadership, men's engagement in childcare)?	☐ Generic approach ☐ Basic measures ☒ Inclusive, responsive strategies	☐ / ☐ / ☒

Economic Empowerment

Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Are gender-specific roles, needs, access to resources, decision-making power, and constraints for women, men, and marginalized groups (including youth, gender-diverse individuals, and persons with disabilities) analyzed and addressed (<i>Includes division of labor, access to training, markets, mobility, and control over income</i>) in the economic empowerment projects design?	☐ Gender-blind ☐ Acknowledged but not addressed ☒ Integrated and targeted	☐ / ☐ / ☒
Implementation	Are the skill development training tailored (e.g. mobility, care support etc.)?	☐ Gender-blind ☐ Partial tailoring ☒ Empowering and inclusive	☐ / ☐ / ☒
	Does the project provide gender-tailored financial services (e.g., flexible repayment, % of service charge, loan facilities, literacy support etc.)?	☐ Gender-blind ☐ Partial tailoring ☒ Empowering and inclusive	☐ / ☐ / ☒
	Are project targets inclusive (e.g., women entrepreneurs, female-headed households, youth, persons with disabilities)?	☐ Gender-blind ☐ Acknowledged but not addressed ☒ Inclusive and targeted	☐ / ☐ / ☒
	Are women and men equally participating in training, savings groups, microcredit schemes, and business development services?	☐ Generic Approach ☐ Basic Measures ☒ Inclusive and targeted	☐ / ☐ / ☒
	Are women supported to control income, savings, and productive assets gained through the project?	☐ Gender-blind ☐ Gender-sensitive ☒ Gender-transformative	☐ / ☐ / ☒


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	Does the project promote women's leadership in economic groups, cooperatives, or local business networks?	☐ Gender-blind ☐ Gender-sensitive ☐ Gender-transformative	☐ / ☐ / ☐
Monitoring	Are the gender, age and diversity disaggregated data tracked / collected?	☐ No tracking ☐ Some tracking ☐ Comprehensive tracking & feedback	☐ / ☐ / ☐
Evaluation	Are changes in empowerment, income, control over income, mobility, decision-making and sustainability assessed by gender?	☐ No gender outcomes ☐ Surface-level ☐ Transformative and lasting	☐ / ☐ / ☐
	Are changes in gender roles, empowerment, or attitudes captured through stories or focus groups?	☐ Generic stories ☐ Surface-level ☐ Transformative and lasting	☐ / ☐ / ☐
Human Rights and Good Governance			
Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Are gender analysis conducted to understand rights-based barriers and risks faced by women, men, and gender-diverse groups (e.g., access to justice, participation, discrimination, GBV, trafficking, harmful practices etc.)?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☐ / ☐ / ☐
Implementation	Are the services gender-sensitive (e.g., female case workers, safe spaces, confidential GBV response)?	☐ One-size-fits-all ☐ Partial tailoring ☐ Empowering and inclusive	☐ / ☐ / ☐
	Does the project promote women's leadership in community decision-making, local government, or civic groups?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☐ / ☐ / ☐
	Are partnerships built with women's rights organizations, gender networks, or gender equality advocates	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☐ / ☐ / ☐
Monitoring	Are the projects tracked disaggregated data by gender, age, and diversity? Is feedback from survivors/communities informing action?	☐ No tracking ☐ Some tracking ☐ Comprehensive tracking & feedback	☐ / ☐ / ☐
Evaluation	Are outcomes such as improved safety, empowerment, access to justice etc. assessed by gender?	☐ No gender outcomes ☐ Surface-level ☐ Transformative and lasting	☐ / ☐ / ☐

	Does the project challenge social norms that restrict women's participation in governance or rights realization?	☐ No gender outcomes ☐ Surface-level ☐ Transformative and lasting	
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Environment and Climate Change

Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Are gender analysis integrated into the vulnerability, environmental risk, climate risk assessment?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	
Implementation	Are the women, men, Gender Diverse individuals, and youth equitably supported by projects and equally participating in project activities?	☐ One-size-fits-all ☐ Partial tailoring ☐ Empowering and inclusive	
	Does the project promote women's leadership in environmental committees, disaster management groups, or resource management bodies etc.?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	
	Does the project improve women's access to and control over natural resources, technologies, and livelihood assets?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	
Monitoring	Are sex-, age-, and diversity disaggregated data collected?	☐ No tracking ☐ Some tracking ☐ Comprehensive tracking & feedback	
Evaluation	Does the evaluation assess gender parity and attitude change?	☐ No gender focus ☐ Limited depth ☐ Outcome-focused and transformative	
	Does the project promote changes in gender norms (e.g., delayed marriage, girls' leadership, men's engagement in childcare)?	☐ Generic approach ☐ Basic measures ☐ Inclusive, responsive strategies	

DRR and Humanitarian Support

Program Stage	Key Gender Questions	Scoring Guide	Traffic Light
Design/Planning	Has the projects conducted gender and age-sensitive risk, hazard, and vulnerability assessment?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	
Implementation	Are women, persons with disabilities, elderly, youth, and female-headed households prioritized in targeting?	☐ One-size-fits-all ☐ Partial tailoring ☐ Empowering and inclusive	

	Are women, men, and marginalized groups equally represented in community groups, disaster management committees and other committees?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☒ / ☐ / ☐
	Are women/gender diverse group encouraged and supported to take leadership roles in early warning dissemination, emergency/humanitarian response, and rehabilitation actions?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☒ / ☐ / ☐
	Are humanitarian response packages designed based on gendered needs (e.g., menstrual hygiene, dignity kits, safe shelters etc.)?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☒ / ☐ / ☐
	Are safeguarding, referral, and complaint mechanisms in place to prevent gender-based violence and harassment?	☐ Gender-blind ☐ Acknowledged but not addressed ☐ Integrated and targeted	☒ / ☐ / ☐
Monitoring	Are sex-, age, and diversity disaggregated data collected/tracked?	☐ No tracking ☐ Some tracking ☐ Comprehensive tracking & feedback	☒ / ☐ / ☐
Evaluation	Does the evaluation assess gender parity and attitude change?	☐ No gender focus ☐ Limited depth ☐ Outcome-focused and transformative	☒ / ☐ / ☐
	Does the project promote changes in gender norms (e.g., delayed marriage, girls' leadership, men's engagement in childcare)?	☐ Generic approach ☐ Basic measures ☐ Inclusive, responsive strategies	☒ / ☐ / ☐

Implementation Process:

- 1. Orientation & Capacity Building:** Train staff and partners on gender analysis, the marker system, gender concepts, power dynamics, local gender norms, the use of this tool and sector-specific considerations.
- 2. Application Across Program Cycle:** Integrate gender marker questions and scoring at each stage—Design, Implementation, Monitoring, and Evaluation—using the provided sector-specific tables.
- 3. Documentation and Review:** Justify scores with documented gender analysis, plans, and data. Conduct regular internal or peer reviews.
- 4. Feedback and Adjustment:** Use monitoring and evaluation findings to improve programs and advance from gender-blind to gender-transformative (Red → Yellow → Green).
- 5. Reporting and Learning:** Incorporate Gender Marker scores into donor and sector reporting frameworks to systematically track progress on gender integration, share key learnings, and inform future program design. Use the findings to strengthen gender-responsive planning and promote gender-transformative strategies.

Annex 6

Gender Audit Tools

Date of Audit:

Name of the Auditor:

Purpose:

To assess the extent to which gender equality is mainstreamed across the organization's policies, structures, programs, practices, and culture—and identify areas for improvement.

A: Organizational Commitment and Policy Framework

Question	Yes	Partly	No	Comments/Evidence
Does the organization have a written gender policy?	☐	☐	☐	
Is the policy aligned with national and international gender equality frameworks (e.g., Bangladesh Constitution, National women Development Policy, CEDAW, SDG 5, Universal Declaration of Human Rights (UDHR), Core Humanitarian Standard (CHS), Sphere Standards, and the IASC Guidelines on Gender-Based Violence in Humanitarian Action)?	☐	☐	☐	
Is there a gender mainstreaming strategy or plan in place?	☐	☐	☐	
"Is gender equality actively supported by senior leaders or board members?"	☐	☐	☐	

B: Human Resources and Staffing

Question	Yes	Partly	No	Comments/Evidence
Does YPSA collect and analyze sex-disaggregated HR data?	☐	☐	☐	
Are there equal opportunities for women and men in recruitment, promotion, and training?	☐	☐	☐	
Are there measures in place to support gender-diverse staff and people with disabilities?	☐	☐	☐	
Is there an PSEAH policy with functional complaints mechanisms?	☐	☐	☐	
Are women represented in leadership and decision-making positions?	☐	☐	☐	

C: Program Design and Delivery

Question	Yes	Partly	No	Comments/Evidence
Are gender analyses conducted for all programs/projects?	☐	☐	☐	
Are women and marginalized groups involved in program design and decision-making?	☐	☐	☐	
Are program outcomes tracked using sex- and age-disaggregated data?	☐	☐	☐	

Are there targeted initiatives to empower women and gender-diverse individuals?	☐	☐	☐	
Does the organization provide maternity/paternity leave and breastfeeding facilities?"	☐	☐	☐	

D: Budgeting and Resource Allocation

Question	Yes	Partly	No	Comments/Evidence
Is there a dedicated budget for gender equality activities?	☐	☐	☐	
Is gender considered in the budgeting process (e.g., Gender-Responsive Budgeting)? *	☐	☐	☐	
Are gender expenditures tracked and reported?	☐	☐	☐	

E: Capacity Building and Knowledge

Question	Yes	Partly	No	Comments/Evidence
Have staff received training on gender equality and inclusion?	☐	☐	☐	
Are gender tools (e.g., checklists, indicators) available and used?	☐	☐	☐	
Are gender focal points trained and supported?	☐	☐	☐	

F: Organizational Culture and Practices

Question	Yes	Partly	No	Comments/Evidence
Are staff encouraged to discuss and address gender issues openly?	☐	☐	☐	
Are there visible signs of gender commitment (e.g., posters, leadership messaging)?	☐	☐	☐	
Are family-friendly and flexible work policies in place?	☐	☐	☐	

Scoring and Analysis (Optional)

Category	Total Yes	Partly	No	Observations
A: Commitment & Policy				
B: HR & Staffing				
C: Programs				
D: Budgeting				
E: Capacity				
F: Culture				

***Gender-Responsive Budgeting (GRB):** Gender-Responsive Budgeting (GRB) is a strategy that ensures organizational budgets address the different needs and priorities of women, men, and gender-diverse groups. It does not mean separate budgets for women but rather integrating gender perspectives into all stages of the budget cycle—planning, allocation, implementation, and evaluation.


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Annex 7

Safe Workplace Assessment Tool

The **Safe Workplace Assessment Tool** is a practical and participatory instrument designed to evaluate and enhance the safety, dignity, and inclusivity of work environments within non-governmental organizations. Grounded in the principles of gender equality, human rights, and zero tolerance for harassment, this tool enables organizations to assess their internal culture, policies, and practices

The tool uses a simple **Yes/No, along with additional scoring** for fully implemented, in progress/Partially & not in place and **Remarks/Action Required** format for each criterion, enabling organizations to identify strengths, detect gaps, and define follow-up actions. It can be used as a stand-alone assessment or integrated into broader HR, safeguarding, or gender audits.

Ultimately, this tool empowers organization to foster respectful, inclusive, and responsive workplace environments—ensuring protection and equal opportunity for all staff, particularly women, gender-diverse individuals, and marginalized groups.

By regularly using this assessment tool, YPSA can build safer, more inclusive workplaces where all individuals—especially women, non-binary staff, and other marginalized groups—feel respected, supported, and empowered to thrive

1. Organizational Culture & Leadership: (Examines the commitment of leadership to gender justice, including public endorsement of zero-tolerance policies, training of senior staff, and establishment of Gender Committees.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress / Partially,	● Not in place	
Leadership publicly endorses zero tolerance for harassment and discrimination	☐	☐				
Gender equality is integrated into the organization's vision/mission	☐	☐				
Code of Conduct includes gender-sensitive and anti-harassment clauses	☐	☐				
Staff are aware of organizational values promoting a safe, respectful workplace	☐	☐				
Senior leadership trained on gender equality, workplace harassment, and inclusive management	☐	☐				
Gender focal points and Gender Committee established with TOR and reporting schedule	☐	☐				

2. Human Resource Policies and Practices (Assesses recruitment equity, inclusive leave policies (maternity, paternity, menstrual, and caregiving), pay equity audits, and affirmative action measures.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Gender-balanced recruitment panels are in place	☐	☐				
Recruitment and promotion processes are free of bias	☐	☐				
Leave policies cover maternity, paternity, family care, and menstrual leave	☐	☐				
Performance appraisal system includes behavior-based criteria (e.g., respectful conduct)	☐	☐				
Affirmative actions taken to recruit and retain marginalized groups	☐	☐				
Pay equity audits conducted regularly to ensure equal pay for equal work	☐	☐				
Gender-balanced recruitment panels are in place	☐	☐				
Leave policies accommodate menstruation, family needs, and non-binary staff caregiving roles	☐	☐				

3. Reporting & Grievance Mechanisms (Reviews the presence and effectiveness of Sexual Harassment Complaint Committees, survivor-centered SOPs, confidential reporting channels, and grievance redress systems.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Functional Safeguarding Committee or equivalent exists	☐	☐				
Functional PSEA Committee or equivalent exists	☐	☐				
Committees are gender-balanced and trained	☐	☐				
Multiple, confidential, and accessible reporting channels are available	☐	☐				

Staff are aware of how to report grievances safely	☐	☐				
Survivor-centered response procedures are in place	☐	☐				
Grievance Redress Committee includes at least 50% female members and trained Gender Focal Point	☐	☐				
Standard Operating Procedures (SOPs) and survivor-centered referral pathways established	☐	☐				

4. Infrastructure and Facilities (Ensures the availability of gender-sensitive infrastructure such as separate toilets, menstrual hygiene facilities, breastfeeding rooms, childcare support, and disability accessibility)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Safe and separate toilets for all genders	☐	☐				
Menstrual hygiene products and disposal facilities are available	☐	☐				
Breastfeeding/lactation facilities is available (if needed)	☐	☐				
Office is accessible to persons with disabilities	☐	☐				
Well-lit premises and secure entry/exit points	☐	☐				
Childcare support facilities or subsidy provided in field offices	☐	☐				
Facilities include inclusive signage and design to accommodate all genders	☐	☐				

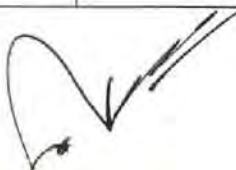
5. Awareness & Capacity Building (Evaluates staff training on safeguarding, Code of Conduct, gender equality, and the support system for gender champions and trained focal persons.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Staff receive orientation on Code of Conduct, safeguarding, PSEAH and gender policy	☐	☐				

Regular refresher trainings are conducted	☐	☐				
Posters, visual aids, and materials on gender, safeguarding and PSEA and contact info for complaints mechanisms are displayed	☐	☐				
Managers/supervisors are trained on how to prevent and respond to complaints	☐	☐				
Induction includes training in the Code of Conduct, gender, safeguarding, and respectful behavior	☐	☐				
Gender champions identified and supported with advanced training and recognition mechanisms	☐	☐				

6. Monitoring and Accountability– (Tracks how safety, gender, and safeguarding indicators are integrated into staff performance reviews, internal audits, and regular organizational reporting.)

Assessment Criteria	Yes	No	Scoring			Remarks/Action Required
			● fully implemented	● in progress/Partially,	● Not in place	
Workplace safety is regularly monitored through staff surveys or audits	☐	☐				
Feedback mechanisms are in place	☐	☐				
Workplace incidents are tracked and acted upon	☐	☐				
Gender, PSEAH and safeguarding indicators are part of regular organizational reports	☐	☐				
Quarterly internal gender audits conducted and reported to senior leadership	☐	☐				
Gender, PSEAH and safeguarding indicators used in staff appraisals and performance reviews	☐	☐				


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User Guide: Safe Workplace Assessment Tool

Easy Steps to Use the Tool:

1. Get Ready

- Make a small team: include staff from HR, gender, PSEAH or safeguarding roles, and leadership.
- Print the tool or share it on mobile/computer with everyone in the team.

2. Fill It In

- For each question, choose:
 - ☒ **Yes** (we do this),
 - ☒ **No** (we don't do this).
- Then mark:
 - ☐ Fully implemented
 - ☐ In progress/Partially in place
 - ☐ Not in place
- Write down notes or actions needed in the remark's column.

3. Talk to People

- Ask staff what they think/practice, through group talks or interviews.
- Be sure to hear from women, non-binary staff, and minority groups.

4. Understand the Results

- Look at answers to see what's working and what needs fixing in 6 areas:
 - ✓ Culture & leadership
 - ✓ Personnel policy and Procedure Manual
 - ✓ Complaint systems
 - ✓ Office setup (toilets, safety, etc.)
 - ✓ Staff knowledge/training
 - ✓ Accountability and follow-up
- Make a simple action plan with tasks, people responsible, and dates.

5. Do It Again

- Check again **once or twice a year**.
- Use the results to improve policies, training, and workplace safety.

Tip:

Keep it open, honest, and inclusive. This is about making your workplace better for **everyone**.



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Annex 8

Gender Budgeting Framework Tool

This Gender Budgeting Framework is designed to guide organizations in planning, allocating, tracking, and reviewing financial resources to ensure gender equity and inclusion across all levels of programming. It supports the identification and redress of gender gaps, promotes women's empowerment, and ensures that resources reach marginalized gender groups. This framework aligns with commitments to gender equality in policy, programming, and organizational culture.

I. Budget Planning: Gender Analysis Stage

Component	Key Questions	Data Needed	Responsible Unit
Gender Needs Assessment	What is the gender-specific needs of the target groups?	Sex-disaggregated data, consultations	Gender Committee, M&E team
Program Design Review	Are program goals and activities gender-sensitive or gender-transformative?	Program plans, gender checklist	Project team, M&E team
Budget Line Review	Are there existing or potential budget lines that address gender equality?	Budget templates, past expenditures	Finance department, Gender Committee
Risk & Barrier Analysis	Are there social/cultural barriers to women's access or participation?	Community consultation reports	Gender committee, Project gender focal points, Project team

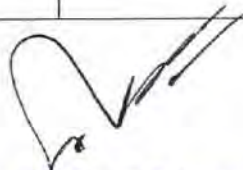
II. Budget Allocation: Integration into Annual Budget

Budget Line	Activity Description	Target Group	Gender Objective	Allocated Amount (BDT)	% of Total Budget
Gender Training	Capacity building on gender for staff	All staff	Build internal capacity		
IEC materials	Develop IEC materials for staffs, display, community	All staffs and community	Build awareness		
Women's Leadership Program	Mentoring, exposure visits for female staff	Female staff	Promote women's leadership		
GBV Prevention	Awareness, safe spaces, referral system	Women, girls	Reduce violence and empower women		
Childcare Services	On-site crèche for working parents	Parents (mostly women)	Enable women's workforce participation		
Gender-Sensitive Menstrual Hygiene Management	Separate sessions for women and men on hygiene	Women, men, girls, boys	Cater to gender-specific hygiene needs		
Menstrual Hygiene Management Kits	Provision of kits and awareness sessions	Adolescent girls, women	Address menstrual health needs		

Safe Sanitation Facilities	Separate washrooms with locks and lights	Women and girls	Ensure safety and dignity		
Awareness and campaign program for target beneficiaries	Conduct sessions with target beneficiaries and Develop IEC materials	All target beneficiaries	Develop awareness among target beneficiaries		
Women's Skill Development	Tailoring, ICT, agro-processing	Low-income women	Boost income generation		
Market Linkages for Women Producers	Access to markets, transport subsidies	Women entrepreneurs	Enhance economic empowerment		
Gender Dialogues with Men	Promote shared domestic roles	Male community members (such as Majhis, imams, and male youth leaders)	Support women's economic mobility		
Feedback mechanism	Establish feedback system	Target beneficiaries, stakeholders, partners, staffs	Ensure comments, complaints, suggestions, or praise about a program or service.		
Grievance Redress Mechanism	Follow the process as per YPSA's Personnel Policy and Procedure Manual	Target beneficiaries, stakeholders, partners, staffs	Raise concerns, lodge complaints, or report violations related to programs, services, or staff conduct, and ensures these are heard, reviewed, and resolved fairly.		

III. Budget Implementation: Monitoring and Tracking

Activity	Gender Indicator	Monitoring Frequency	Responsibility	Remarks
Gender training conducted	% of staff trained (sex-disaggregated)	Quarterly	HRM&D&A, Gender committee, OLR Unit	Ensure coverage across levels
Leadership program running	% of women in mid/senior roles	Bi-annually	HRM&D&A Department	Track internal promotions
GBV response system active	# of reported cases addressed	Quarterly	Safeguarding Committee, Gender Committee	Ensure confidentiality
Childcare uptake	% of eligible staff using facility	Annually	Admin	Adjust as needed


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Community based Committees/forums/groups	# of trained women leaders actively participating in decision making process	Quarterly	Project Gender focal points	Encourage leadership roles
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IV. Budget Review & Reporting

Review Item	Questions to Ask	Reporting Format	Frequency	Responsible Unit
Gender Budget Execution	Were funds used as planned for gender objectives?	Budget vs. Actual with narrative	Bi-annual	Finance department & Gender committee
Gender Outcomes Analysis	What gender results were achieved with the budget?	Gender outcome report	Annual	M&E team & Gender committee
Accountability & Inclusion	Were marginalized groups reached?	Inclusion analysis	Annual	Program Team, M&E team
Lessons Learned	What worked, what didn't?	Brief note in M&E report	Annual	All departments



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