

# Gender Analysis of Think Tanks in Ukraine

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# Introduction

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## 1.1. IMPORTANCE OF EQUAL RIGHTS AND OPPORTUNITIES TO DEVELOPMENT OF DEMOCRACY

Gender equality is an integral part of equality and equal opportunities. Democratic society must provide both men and women with equal opportunities to participate in all areas of life. Gender discrimination in social life (both public and private) and in institutions (from a family to politics) is an urgent issue and must be addressed at the national level in any democratic society. Successful gender regulation involves promoting gender equality, preventing gender-based discrimination, ensuring equal participation of women and men in decision-making, and ensuring equal opportunities for women and men in respect of reconciling professional and family responsibilities.

Ukrainian society is stratified by a number of attributes, including gender, age, social status or class, region of residence, health, sexual orientation, ethnicity or national belonging, religious affiliation, and settlement type. The interests and needs of different social groups (regardless of the size) must be respected and well represented in various areas of public life, because it is the foundation of democracy.

An expert analysis of the situation allows for integrating all diverse views, social inclusion, sensitivity and critical thinking. Think tank experts should understand equal rights and opportunities, specifics of a gender analysis and gender mainstreaming and incorporate them in research and analysis.

## 1.2. GENDER ANALYSIS AND GENDER MAINSTREAMING

Pursuant to the Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men<sup>1</sup> (Article 1), gender equality is equal legal status of women and men and equal opportunities for its implementation, which allows persons of both sexes to take an equal part in all spheres of public life. One of the major methodological mistakes<sup>2</sup> is interpreting the gender approach as a sex-role approach, when each gender is assigned a specific role that a man or woman must perform. For example, girls are raised to be housewives and

loving mothers while boys - defenders of the nation and breadwinners. It should be noted that gender studies is a critical approach that denies the theories of biological determinism. Biological differences between men and women are not denied but considered as the only ones to explain gender roles.

More broadly, gender equality, that is, ensuring equal rights and opportunities for women and men, is at the heart of human rights<sup>3</sup>. A gender perspective is also one of the

<sup>1</sup> Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men, No. 2866-IV dd. 8 September 2005 <http://zakon.rada.gov.ua/laws/show/2866-15>

<sup>2</sup> Tamara Martsenyuk: Gender For All. Challenge to stereotypes. – K.: Osnovy, 2017. – p. 20-21.

<sup>3</sup> Tamara Martsenyuk: Gender Equality and Non-Discrimination: A guide for think tank experts [online document] – Kyiv, 2014. – p. 25 <http://ekmair.ukma.edu.ua/handle/123456789/3540>

important elements of a human rights-based approach<sup>4</sup>. A human rights approach can enrich and strengthen development initiatives, combining a number of existing development elements - gender issues, empowerment, participation - into a single integrated system. A human rights-based approach is an approach that integrates the rules and principles of the international human rights system into development efforts. This interpretation of a human rights-based approach was developed and supported by the United Nations. The United Nations consolidated the list of basic human rights principles that are important for development initiatives. In addition, particular attention is given to the gender issue of vulnerable groups<sup>5</sup>.

The state policy on gender equality provides for the institutional mechanism for ensuring gender equality. In general, it includes, first of all, public institutions regulating gender relations (not only policy-making and government institutions, but also education and science establishments as well as mass media); secondly, institutional innovations aimed at advancing gender equality; thirdly, fixed inter-agency links between key institutions regulating gender relations. Social studies carried out at science and educational institutions serve as a foundation for developing the respective gender policy, as well as a means for its further monitoring.

According to gender expert Olena Suslova, for a systematic understanding of the issues related to and ways of overcoming crises, it is important to consider gender as a crosscutting component<sup>6</sup>. This idea is consonant with gender mainstreaming that involves (re)organizing, improving, developing and evaluating political processes in such a way

that allows policy and decision makers to use a gender perspective in all policy areas and at all stages.

Generally, a gender approach is an approach that recognizes different needs and situations where women and men get into due to their social roles. According to the UN definition, a gender perspective (or gender analysis) is the result of assessing the implications for women and men of any planned action, including legislation, policies and programmes, in all areas and at all levels.

**GENDER MAINSTREAMING REQUIRES ONE TO ANSWER THE FOLLOWING THREE QUESTIONS:**

<b>WHO?</b>	It refers to the number of women and men represented at different levels in an organization or participating in decision making, etc.
<b>WHAT?</b>	It refers to resources: redistribution of funds, time, information, and space between men and women.
<b>WHAT CONDITIONS?</b>	It refers to reality - the values, standards and stereotypes that cause inequality between men and women.

Both quantitative and qualitative measures are used in a gender analysis, which will be discussed later<sup>7</sup>.

<sup>4</sup> Applying a Rights-based Approach: An Inspirational Guide for Civil Society. – Danish Institute for Human Rights. – p. 37.

<sup>5</sup> Applying a Rights-based Approach: An Inspirational Guide for Civil Society. – Danish Institute for Human Rights. – p. 19.

<sup>6</sup> Olena Suslova: Gender. Conflict. Communications // Women's Information Consultative Center p. 2 [http://www.wicc.net.ua/media/gender\\_conflict\\_communications.pdf](http://www.wicc.net.ua/media/gender_conflict_communications.pdf)

<sup>7</sup> Such a division of indicators is explained by the division of sociological research methods into quantitative and qualitative.

### 1.3. THINK TANKS: GENERAL INFORMATION

A think tank means an organization that performs research, policy analysis and / or advocacy in one or more areas, and cooperates with national and local governments in developing, implementing and evaluating public policies.

There are no laws related to organizations of the think tank type in Ukraine that is why these organizations are registered primarily as non-governmental organizations, charitable foundations and public unions. Most think tanks are registered as non-governmental organizations in Ukraine.

Since there is no such category of organizational and legal entities as a think tank, it is impossible to tell the exact number of think tanks operating in Ukraine. In addition, a significant number of think tanks combine research with advocacy, awareness, education, etc.

According to the research conducted by the CCC Creative Centre in 2014<sup>8</sup>, 25% of public associations work in the field of research and analysis. That is a fairly large number, given that there were 76,575 NGOs and their branches and 14,729 charitable organizations registered in Ukraine in 2014.

A significantly smaller number of Ukrainian think tanks were mentioned in the Think Tanks and Civil Societies Program of the University of Pennsylvania. Thus, according to the data provided in the 2017 Global Go To Think Tank Index Report<sup>9</sup>, there are only 39 think tanks operating in Ukraine.

Think tanks are often referred to as analytical centres or research centres. Think tanks can be non-governmental organizations, consulting firms, government or party-affiliated research centres.

<sup>8</sup> 2002-2011 State and Dynamics of NGOs Development in Ukraine: Report on Research Findings / Created and compiled by: Lyubov Palyvoda, Sofiya Holota – K.: [CCC Creative Center], 2012. – p. 118

<sup>9</sup> McGann J. G. 2017 Global Go To Think Tank Index Report. – p. 39 // [https://repository.upenn.edu/cgi/viewcontent.cgi?article=1012&context=think\\_tanks](https://repository.upenn.edu/cgi/viewcontent.cgi?article=1012&context=think_tanks)



# Gender Analysis of Think Tanks

## 2.1. EQUAL RIGHTS AND OPPORTUNITIES IN UKRAINIAN SOCIETY AND THE ROLE OF CIVIL SOCIETY IN ENSURING THEM

At the national level, gender equality is ensured, first of all, by the Constitution of Ukraine, the Labour Code of Ukraine, the Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men (2005), the State Social Program on Equal Rights and Opportunities for Women and Men up to 2021, and other regulations. Ukraine has ratified key international treaties on equal rights and opportunities for men and women, including the United Nations Convention on the Elimination of All Forms of Discrimination against Women and the UN Sustainable Development Goals, and identified gender equality as an important component

of further development and one of its public policy priorities.

Pursuant to the Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men<sup>10</sup> (Article 7), public associations are vested with powers to ensure equal rights and opportunities for women and men and shall facilitate balancing representation of the sexes in the course of management and decision making. They may apply positive actions to achieve the objective of this Law. Positive actions, among other things, include gender quotas as temporary measures.

**PURSUANT TO ARTICLE 17 OF THE LAW OF UKRAINE ON ENSURING EQUAL RIGHTS AND OPPORTUNITIES FOR WOMEN AND MEN<sup>11</sup>, THINK TANKS AS EMPLOYERS SHALL: :**

- Create working conditions that would allow women and men to work on a parity basis;
- Provide women and men with an opportunity to combine work and family responsibilities;
- Provide for equal remuneration for work of women and men with the same qualifications and working conditions;
- Take measures to create safe working conditions;
- Take measures to avoid incidents of sexual harassment.

<sup>10</sup> Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men, No. 2866-IV dd. 8 September 2005 <http://zakon.rada.gov.ua/laws/show/2866-15>

<sup>11</sup> Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men



In addition, they shall not offer jobs only to women or men in vacancy advertisements, put different demands giving priority to one of the sexes and require from job applicants information about their personal life and plans to have children<sup>12</sup>.

The Law provides for mainstreaming gender equality into all policies of organizations and identifying appropriate procedures to prevent

discrimination and promote equal access of women and men to resources and power. The equal opportunity policy promotes protection of people from unjustified discrimination and prevents unbiased attitude towards certain social groups. The policy is aimed at ensuring fair and equitable treatment of all people, eliminating discrimination and creating opportunities for their full participation in public life and employment.

## 2.2. THINK TANK DEVELOPMENT INITIATIVE

The Research On Gender Analysis of Think Tanks in Ukraine is conducted within the Think Tank Development Initiative that is implemented by the International Renaissance Foundation in partnership with the Think Tank Fund of the Open Society Initiative for Europe (OSIFE) with the financial support of the Embassy of Sweden in Ukraine.

The aim of the Initiative is to improve the quality and practice of public policy making by increasing the role and trust in the think

tanks. The key objectives of the Initiative are to improve the role, publicity and trust in think tanks in public decision making; create institutionally strong think tanks that are capable of producing quality research and recommendations, which, in turn, are in demand among key stakeholders.

The Initiative works only with non-governmental and non-profit think tanks. This study is focused on a gender analysis of non-governmental think tanks.

### 2.2.1. Quantitative and Qualitative Indicators for Implementing Gender Equality and Non-Discrimination in Activities of TTDI Participants

Quantitative indicators include the number of women and men, for example, in different work areas (horizontal) and an organizational structure (vertical), a percentage of gender-related materials among all analytical products produced by a think tank, etc. Qualitative indicators are used to assess, in particular, the inclusion of gender and non-discrimination themes in internal policies of an organization, understand the attitude of employees towards gender issues, etc. Therefore, quantitative indicators aim at revealing the problems, while qualitative indicators aim at explaining and understanding the problems.

It can be challenging to identify quantitative indicators if an organization is small, and there is much less choice among staff members (in particular, for governing bodies) compared to medium-sized (50+) or large (100+) organizations. As you can see from Table 1 (Annex), 10 think tanks that were under evaluation, have an equal number of male and female leaders. Instead, the situation with gender parity in governing or supervisory bodies may vary: some organizations have gender parity, while others do not. If a think tank has only 10 people on staff, it can be difficult to create gender balance in an organization (for

<sup>12</sup> Article 17, Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men

example, it can be difficult to achieve a gender quota).

The Institute of Analysis and Advocacy has the largest number of employees (31) with women being twice as many as men. On the other hand, there is no gender parity in the governing bodies of the think tank. The Institute is led by a man, and all three supervisory board members are also men. CASE Ukraine also has a shortage of women among employees and the leadership team.

Such think tanks as DiXi Group and CEDOS have gender-balanced teams (vertical and horizontal). Certain (but insignificant) gender disparities can be observed in the Europe Without Barriers, New Europe Centre, European Dialogue, etc.

Qualitative indicators of think tank gender analysis are discussed in the following sections of the study.

### 2.2.2. Development of Training Program on Non-Discrimination and Gender Equality for Participants of Think Tank Development Initiative in Ukraine

Since training and communications are important components of gender mainstreaming, the TTDI participants received training on gender equality and non-discrimination during 2014-2018 (by Tamara Martsenyuk), which included the following thematic sessions:

- Basic concepts of gender theory. What should one know about gender? Three keys to understanding gender theory.
- Gender inequality in the labour market. Gender and work: Is gender important?
- Gender issues in the media. Watching and discussing a documentary
- Human rights, multiple inequalities in society and non-discrimination principles
- Methodology of gender-based and anti-discrimination analysis of public policies
- Best practices for implementing diversity and equality in organizational policies
- Group work: Principles of non-discrimination and gender equality in internal documents

Comments on the relevance of training: the theme is innovative and important for the development of civil society in Ukraine; the training will help improve expert work and refine organization documents, etc.

In addition, the manual "Gender Equality and Non-Discrimination: A Guide for Think Tank Experts"<sup>13</sup> (2014) was developed and is available for public use. It reached more than 2,000 downloads as of September 1, 2018.

Another online training course "Women and Men: A Gender for All" was developed by Tamara Martsenyuk within the project. The course was launched on the Prometheus platform<sup>14</sup> in October 2015 and had almost 11,000 students as of September 1, 2018. 15.4% of students completed the course and received certificates (77% - women). Both the manual and the training course are available to the general public, not only to think tanks.

<sup>13</sup> Tamara Martsenyuk: Gender Equality and Non-Discrimination: A Guide for Think Tank Experts [online document] – Kyiv, 2014 – p. 65 <http://ekmair.ukma.edu.ua/handle/123456789/3540>

<sup>14</sup> [http://courses.prometheus.org.ua/courses/IRF/101/2015\\_T2/about](http://courses.prometheus.org.ua/courses/IRF/101/2015_T2/about)

### 2.2.3. Development and Implementation of Gender Equality and Non-Discrimination Policy for Think Tanks

A gender analysis of the gender equality and non-discrimination policy implementation in think tanks involves quantity and quality evaluation criteria.

In terms of quality, it should be noted that all think tanks have the gender and non-discrimination policies in place. It is developed either as a separate document or incorporated into other organizational policies. It may have different titles and consist of different components.

Here are several examples. The Association for Community Self-Organization Assistance has developed the non-discrimination and gender equality provisions and also appointed the Non-Discrimination and Gender Equality Committee. The CEDOS Code of Ethics regulates employment discrimination, employee relations, discrimination disputes, compensation discrimination, and requirements for using non-discriminatory language in the texts. All CEDOS staff members have read and understood the Code of Ethics, which is supported by relevant statements.

The Regulations on the Procedure and Methods for Preventing Corruption and Discrimination were developed by the Institute of Analysis and Advocacy to regulate the organizational and legal principles of discrimination prevention

and counteraction to ensure equal opportunities for employees to realize their human and citizen rights and freedoms, to define rules and procedures for eliminating consequences of corruption actions and addressing corruption offenses and discrimination cases, and to assign responsibilities to managers and employees of the organization.

The Democratic Initiatives Foundation has included the gender equality and non-discrimination policy into the Human Resources Handbook. The Foundation adhered to the existing policies during the reporting period and continued elaborating separate gender, non-discrimination and anti-corruption provisions. Gender equality principles are explicitly referred to in the Human Resources Handbook of DiXi Group NGO, but not outlined in a separate chapter.

Regarding gender equality research products, there is no single separate product on gender topics, but gender and gender inequality issues are often covered in other research topics, or they may be cross-cutting in the analysis of other issues. For example, CEDOS covers non-discrimination and gender equality in the materials related to internally displaced persons. The organization supported the Kyiv Pride Equality March. CEDOS published an article on gender-sensitive urban environment.

## 2.3. OTHER THINK TANKS IN UKRAINE AND GENDER ISSUES

Currently, Ukraine has a shortage of think tanks that focus on gender issues as part of their research areas, have full-time gender experts and carry out regular gender analysis and research. Research and analysis of gender issues often depends on the projects announced by international or national donors. They encourage think tanks to participate sporadically in gender

equality issues. However, there is a lack of consistency and deep understanding of the subject, serious attitude towards the problem, etc.

For instance, the International Centre for Policy Studies (ICPS) has implemented several projects within several years, including the Empowering women (focus: the European Union's Gender

Policies, women's participation in policy making in the EU and Ukraine) and the Equal Opportunities for Men and Women in Politics, Business and Civil Society in partnership with the Equality and Mutual Respect Charitable Found. A gender expert was recruited, and some analytical materials were produced. Gender issues are currently listed among ICPS focus areas at the website of the think tank<sup>15</sup>. However, the internal policies and procedures include, for example, an anti-corruption policy, but no gender and non-discrimination policies (or at least a more general code of conduct, etc.).

In 2016, the Razumkov Centre prepared a research paper on the Gender Equality and Development: a view in the context of the European strategy for Ukraine<sup>16</sup>. Anatoliy Rachok, the Director General of Razumkov Centre, stated in the introduction part that it was the first time when the Razumkov Centre conducted research on gender equality<sup>17</sup>. It was also stated as follows: "Elimination of gender discrimination in many cases will depend on understanding the problem, raising awareness of gender equality, and following international standards and best practices of gender equality. Only consistent and enduring steps in this direction will make our joint efforts visible and conducive to stability, equality and justice".

Non-governmental organizations (other than think tanks) tend to cooperate with research institutions instead of carrying out their own

research on certain issues. This is another opportunity for think tanks to use their research potential. For example, the study "Agroindustry comes in: women and the environment. Social and gender impact of farms on rural women. Study Report"<sup>18</sup> (2015) is a good example of cooperation between NGOs and educational institutions, in this case, between the National Ecological Centre of Ukraine and the Department of Sociology of the National University of Kyiv-Mohyla Academy.

Another example of increasing focus on gender equality research and analysis is the English-language magazine "UA: Ukraine Analytica"<sup>19</sup> that dedicated a separate issue to gender equality in 2017. Although, considering the ideas of gender mainstreaming, it would be appropriate to focus on gender perspectives in every issue of the magazine.

The survey of think tanks and NGOs (2016) revealed that 4 out of 56 organizations are engaged in gender issues and 17 organizations are focused on human rights protection. These were answers to the question: what is the main focus area of your think tank?<sup>20</sup> Therefore, gender issues are not actively covered by local think tanks, compared to human rights issues that are found to be more popular.

Mass media, civil society organizations and international foundations are still the main subjects of analytical product consumption of non-governmental think tanks<sup>21</sup>.

<sup>15</sup> <http://icps.com.ua/pro-mtsdp/>

<sup>16</sup> Gender Equality and Development: a view in the context of the European strategy for Ukraine. – K.: Razumkov Centre, 2016 <http://old.razumkov.org.ua/upload/Gender-FINAL-S.pdf>

<sup>17</sup> The same. – p. 6.

<sup>18</sup> Agroindustry comes in: women and the environment. Social and gender impact of farms on rural women. Study Report / [Authors Tamara Martsenyuk; NECU Research Coordinators: Vladlena Martsynkevych, Nataliya Kolomyiets; NECU]. – K., 2015. – p. 35; Report Summary укр., англ.

<sup>19</sup> <http://ukraine-analytica.org>

<sup>20</sup> Independent Think Tanks and Government: is there any progress in bilateral cooperation? Analytical Report – K., 2016. – p. 54. <https://dif.org.ua/uploads/pdf/1056136929584418cd0476f3.50228590.pdf>

<sup>21</sup> Independent Think Tanks and Government: is there any progress in bilateral cooperation? Analytical Report – K., 2016. – p. 14. <https://dif.org.ua/uploads/pdf/1056136929584418cd0476f3.50228590.pdf>



# Conclusions and Recommendations

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- ▶ When carrying out their activities, think tanks must comply with the laws of Ukraine to ensure equality and counteract discrimination (the Constitution of Ukraine, the Law of Ukraine On Ensuring Equal Rights and Opportunities for Women and Men (2005), the Law of Ukraine On Principles of Prevention and Counteraction of Discrimination in Ukraine (2012), etc.).
  - ▶ The think tanks that know and understand gender equality and non-discrimination and can integrate gender in both their activities and products (research and analysis) demonstrate professionalism and competence. Therefore, it is important that the Think Tank Development Initiative provided training on basics and peculiarities of gender equality and non-discrimination for think tank representatives.
  - ▶ According to the study “Independent Think Tanks and Government: is there any progress in bilateral cooperation?” (2016)<sup>22</sup>, when choosing a think tank to partner with, government officials consider primarily the quality of analytical materials published by the think tank, its reputation, overall performance (fairness, impartiality) and the availability of experts in certain areas. Since gender equality is relevant to Ukrainian society, the think tanks should have male and female experts in this area of research (or overall non-discrimination).
  - ▶ Whereas interest in gender issues is constantly growing in Ukraine, and there are many projects and studies mostly initiated by international donors, this topic remains rather marginal among local think tanks. Think tanks usually do not have a separate unit or an expert on staff that would specialize in gender and non-discrimination.

## RECOMMENDATIONS TO THINK TANKS

- ▶ It is important to adhere to and promote gender equality both in the workplace and when implementing projects and carry out internal communication and awareness campaigns aimed at raising awareness of gender issues among think tank members.
- 
- ▶ Overall, think tanks should remember the following rules when implementing gender policy in their organizations:
    - Have an approved gender and non-discriminatory policy at the organization level;
    - Prepare an annual report and action plan for the implementation of the policy;
    - Observe the gender equality policy in employment, working relations, public speaking engagements and international travel, employee compensation, composition of governing bodies, and content of analytical products;

<sup>22</sup> Independent Think Tanks and Government: is there any progress in bilateral cooperation? Analytical Report. – K., 2016. – p. 6  
<https://dif.org.ua/uploads/pdf/1056136929584418cd0476f3.50228590.pdf>

- Adhere to the principles of gender equality both in the workplace and when implementing projects;
- Carry out internal communication and awareness campaigns aimed at raising awareness of gender equality among the organization's members;
- Achieve gender parity in the workplace and in governing bodies and ensure positive actions to adjust staff structure;
- Provide a procedure for challenging gender equality violations.



Raising visibility will require Ukrainian think tanks to improve the quality of their research and analysis<sup>23</sup>. Therefore, when preparing analytical materials, they should consider a number of aspects<sup>24</sup>, including as follows:

1. Whenever possible, conduct a gender analysis (a gender-based analysis aimed at assessing the impact of policies, programs and laws on women and men), to recognize different needs and situations where women and men get into due to their social roles.
2. Whenever possible, prepare gender-disaggregated data and information. This will allow focusing on gender sensitive aspects of the activity (for example, this will explain why certain services are used mainly by women, or mainly by men).
3. Remember that gender can be a cross-cutting issue and mainstreamed in different sections of the reports, instead of being described in a separate section such as 'women's rights'.
4. Use professional terminology.



Think tanks should cooperate more closely with relevant political structures and NGOs to gain better understanding of gender specifics. For example, think tank representatives may consider joining a public council that was set up within the Equal Opportunities Caucus and works in various areas.

## RECOMMENDATIONS TO DONORS (GRANT AGENCIES)



Think tanks shall adhere to gender equality and non-discrimination policies in employment, working relations, public speaking engagements and international travel, employee compensation, composition of governing bodies, and content of analytical products, etc.



The policies must be respected and promoted by think tanks:

1. in the workplace;
2. when implementing projects and producing analytical materials.

<sup>23</sup> In Search of its Voice: Assessment of Policy Relevant Research in Ukraine – 2013. p. 40 [https://issuu.com/irf\\_ua/docs/cs-2013-3-25](https://issuu.com/irf_ua/docs/cs-2013-3-25)

<sup>24</sup> Tamara Martsenyuk: Guidelines for Integrating Gender in UHHRU Research Materials // Ukrainian Helsinki Human Rights Union, 18.07.2018 <https://helsinki.org.ua/publications/rekomendatsiji-schodo-intehratsiji-hendernoji-skladovoji-u-analitychni-materialy-uhsp/>



Therefore, think tanks should be required to conduct internal communication and awareness campaigns aimed at raising awareness among the think tank members. It is important to facilitate further education of think tanks by:

- Providing gender equality trainings and workshops (identify needs and problem areas through surveys), especially considering recent changes and trends;
  - Send out information about gender-related projects, training opportunities, etc.;
  - Encourage think tanks to get more engaged in gender issues, in particular through an annual competition among the TTDI think tanks, such as 'Gender Balance', etc.
- 



A think tank (leadership) should ensure that all employees know and understand the gender policy, and, if possible, appoint or recruit a person responsible for training employees on gender equality and non-discrimination policies, conducting in-house studies, handling complaints about policy violations, etc. Think tanks should be encouraged to provide regular reporting on this issue, in particular, through an opportunity to participate in the annual contest for the best think tank with a strong gender focus.

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Think tanks should be encouraged to train and prepare a person or two from among their staff members who would specialize in gender equality and non-discrimination. This would be more effective than employing gender experts for specific projects. Such a person would be expected to complete regular training and obtain relevant certificates, for example, a certificate of completion of the online course 'Women and Men: Gender for All' on the Prometheus platform. This person could also complete training for trainers to be able to train and consult his/her colleagues on gender issues.





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# Annex

## SUMMARY OF DATA AND INFORMATION COLLECTED BY THE THINK TANK DEVELOPMENT INITIATIVE PROJECT

**Table 1.**  
Governing Bodies of TTDI Grantees by Gender

	Staff			Board	
	team leader   director	women	men	women	men
Data Journalism Agency	m	9	8	1	2
DiXi Group	f	7	8	2	3
Institute of Analysis and Advocacy	m	21	10	0	3
All-Ukrainian NGO «Association for community self-organization assistance»	f	5	3	3	6
CEDOS	m	9	5	3	2
New Europe Center	f	3	3	3	1
CASE Ukraine	m	2	9	0	3
Europe without barriers	f	3	2	0	3
European dialog	m	1	6	3	4
The Ilko Kucheriv Democratic Initiatives Foundation (DIF)	f	5	4	1	6