

## WOMEN PARLIAMENTARIANS OF THE ASEAN INTER-PARLIAMENTARY ASSEMBLY Plan of Action on Promoting Women's Political Participation & Leadership (WPPL)

## **Implementation Framework 2024-2030**

**X** = Activities to be primarily implemented at the regional level by AIPA Secretariat, with support from others

**0** = Activities to be primarily led by AIPA Member Parliaments, with support from the AIPA Secretariat

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
PILLAR 0: PLAN OF ACTION AND IMPLEMENTATION FRAMEWORK: IMPLEMENTATION SUPPORT & OVERSIG	SHT						
(a) Mobilise funding to implement Plan of Action (POA) and Implementation Framework							
1. Develop WPPL Project Document with UN Women to share with potential donors for resource mobilisation	Х						
2. Engage with partners to secure resources under the guidance of AIPA and technical support from UN Women	Х						
(b) Oversee implementation, inception and update workplans to meet current requirements							
1. During 6-month inception phase, conduct consultations at the regional level to engage relevant line ministries / commissions on women affairs, gender equality and women's empowerment and parliamentarians from ten (10) ASEAN Member States and finalise Project work plan	х						
2 Based on consultations during the inception phase, further develop and finalise a robust Monitoring, Evaluation and Learning Plan, with clear indicators and benchmarks for measuring progress, to track and guide implementation of the Plan of Action and the Project	х						
3. Produce annual implementation report on progress implementing WPPL POA <sup>1</sup> , to ensure transparency and accountability, and submit to WAIPA Coordinating Committee (CC) for review, as well as providing regular updates to the AIPA General Assembly. Both forums will be used to solicit feedback and recommendations for implementation improvements.		х	x	х	х	х	х
4. Work with WAIPA CC to update annual workplan to reflect needs of AIPA Member Parliaments		Х	х	Х	Х	Х	Х
5. Commission a mid-term review of the Plan of Action and Implementation Framework, to inform ongoing implementation				х			

<sup>&</sup>lt;sup>1</sup> The first Annual Report will be produced depending on the actual starting date for project implementation, most likely 2025. At the regional level, the Annual Report will be produced by AIPA, with support from UN Women.

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
PILLAR 1: ENABLING ENVIRONMENT AND SAFE SPACE: Establishment of an Enabling Environment for Wom	nen to Pa	rticipate	and Lead	in Their I	Political S	Systems	
(a) Regional normative and policy frameworks shall be developed to enhance and empower women with cas well as enhance protection of women against violence in politics	diverse b	ackgrour	nds² in lead	dership a	nd politi	cal partic	ipation
(i) Engaging women with diverse backgrounds, including women with disabilities and women in marginalis	sed grou <sub>l</sub>	ps					
1. Commission report assessing challenges facing women from diverse backgrounds re WPPL (incl. women with disabilities <sup>3</sup> ) & identifying contributions they can make across ASEAN		х					
2. In advance of the regional meeting in Activity 3 below, support AIPA Members to identify women's CSOs and/or women's mass organisations, including those working with people with disabilities and women from marginalised groups & organise national meeting/s to scope out their issues and priorities		0					
3. Organise regional meeting to discuss specific issues faced by women with diverse backgrounds re WPPL. Separate sessions will focus on specific needs of women with disabilities and other groups (depending on issues raised by AIPA Members)			х				
4. Work with ASEAN Secretariat to present findings from meeting Report to the ACW and identify collaboration based on existing ASEAN normative frameworks related to gender mainstreaming and empowerment of women				х			
5. Support AIPA Member Parliaments to set up parliamentary working groups bring together interested MPs to promote women of diverse backgrounds, including in relation to WPPL (incl. women with disabilities <sup>4</sup> and women from marginalised groups) and organise regular meetings			0				
(ii) Enhance protections to address violence against women in politics							
1. Finalise evidence-based research and synthesis report currently underway with the Commonwealth Parliamentary Association (CPA) and Inter-Parliamentary Union (IPU) examining sexism and VAWP in AIPA Member Parliaments		х					
2. Establish AIPA Technical Working Group at the regional level on addressing VAWP across ASEAN			х				
3. Organise regional seminar on VAWP to agree an Outcomes Statement on VAWP for tabling within ASEAN drawing on key regional documents <sup>5</sup>				х			

<sup>&</sup>lt;sup>2</sup> This term is broadly used to cover a range of women whose views and experiences may not be regularly be represented in parliamentary forums, such as women with disabilities, indigenous women, ethnic minorities, young women, rural women, etc. When activities are designed to engage "women with diverse backgrounds", the AIPA Secretariat will work closely with AIPA Member Parliaments to ensure a good cross-section of representation of these different groups of women.

<sup>&</sup>lt;sup>3</sup> Depending on the diverse local contexts to define on focus needs of particular marginalized and disadvantage groups

<sup>&</sup>lt;sup>4</sup> Depending on the diverse local context to define on focus needs of particular marginalized and disadvantage groups

<sup>&</sup>lt;sup>5</sup> Drawing on information from the ASEAN Regional Study on Women, Peace & Security (2021), ASEAN Regional Plan of Action on WPS (2022), lessons learned from the implementation of the ASEAN Regional Plan of Action on Ending Violence Against Women, ASEAN Regional Framework on Protection, Gender and Inclusion (2021), UN Women Preventing Violence Against Women Handbook (2017) and forthcoming AIPA-CPA-IPU study on VAWP in ASEAN

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4. Draft Resolution on VAWP, to be submitted to WAIPA CC for review and endorsement before being submitted to AIPA General Assembly					х		
5. Develop and validate regional model law on addressing VAWP for use by AIPA Member Parliaments in updating their own national laws					х	х	
6. Support AIPA Member Parliaments to review and update/amend their own national legislative and policy frameworks to address VAWP, including national level surveys/studies based on demands of AMS						0	0
(b) Political bodies and institutions (e.g. political parties, parliaments) are encouraged to promote measur from all forms of violence against women in politics, including legal protection and advice for women canopolitics							
1. Support AIPA Member Parliaments and relevant rules/standing order committee to facilitate discussions with MPs on options for developing policies / protocols / guidance on promoting respectful, courteous and gender-sensitive parliamentary behaviour			0				
2. Support AIPA Member Parliaments to develop policies on workplace safety and sexual harassment for MPs and staff, including some form of complaints process				0			
3. Organise national seminars for (i) MPs (ii) Women's Caucuses as appropriate and (iii) political party executives on issues related to VAWP and options for addressing VAWP through law amendment and other measures by political stakeholders					0		
4. Encourage and support AIPA Member Parliaments to organise hearings by parliamentary committee/s with a mandate relevant to women on VAWP, to collect information and produce recommendations on national actions to address this issue						0	0
5. Commission report which canvasses options for establishing some form of regional platform to facilitate knowledge exchange on good practice in relation to addressing VAWP and provide support to women candidates across ASEAN and develop proposal for consideration of donors accordingly						х	
(c) National governments and political parties are encouraged to promote legislative/policy frameworks a elections and decision-making bodies, including potential consideration and use of affirmative action mea mandatory gender quotas to increase the number of women sitting in the national parliaments.							
1. Produce ASEAN-focused handbook summarising arguments in favour of affirmative action to promote WPPL, collecting good practice within ASEAN and other relevant countries, and providing guidance on electoral and party system design that can enhance the chances of women getting elected.		х					
2. Organise national seminars in countries with an interest in progressing further discussions on affirmative action options, with knowledge exchanges facilitated from countries already using such special measures			0				
3. Organise regional seminar with MPs, officials, electoral management bodies, political party oversight bodies (where they exist) and women's CSO representatives to discuss options for introducing temporary special measures to promote women in legislative and decision-making bodies				х			

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
(d) Political parties are encouraged to develop increased capacity and awareness to ensure gender balance for capacity building among women candidates, enhance women's participation in decision-making within and indirect gender discrimination.							
1. Commission research to review/analyse a representative sample of political parties' operating within ASEAN to identify challenges and opportunities in promoting WPPL			х				
2. Organise regional seminar to share good practice and discuss options for: (i) introducing special measures to promote women in legislatures and decision-making bodies; (ii) making political party Constitutions / manifestoes gender-sensitive; (iii) establishing Women or Youth Wings in political parties; and/or (iv) incentivising political parties to allocate funds /resources towards aspiring women candidates				х			
3. Support AIPA Member Parliaments to encourage and work with national political parties to strengthen WPPL. Incl facilitate the allocation of resources/funding for capacity-building of women candidates, members and aspiring leaders					0		
(e) AIPA Member Parliaments are encouraged to support women and youth to engage with elected representations to create opportunities to promote and inspire career progression in the political field both at nation				islative k	odies an	d politica	al
1. AIPA Member Parliaments supported to establish Parliamentary Groups on Promoting GEWE which can be used to discuss WPPL issues and engage with WAIPA			Build on 1(a)(i)(2)				
2. AIPA Member Parliaments supported to bring together interested MPs to organise platforms and meetings to engage with youth/young women leaders and promote young women's political participation. These MPs can also be supported to engage with Young Parliamentarians of AIPA (YPA).					0		
3. AIPA Member Parliaments supported to work with women's mass organisations, women's CSOs, youth-focused CSOs and bodies and local councils (as relevant) to organise/conduct national Practice Parliaments for Women and Youth (ensuring young women and men are actively engaged)						0	
4. AIPA Member Parliaments supported to engage with national political parties and other key stakeholders to develop (i) Women's Wings and (ii) Youth Wings, where relevant							0
5. Side-events organised at AIPA General Assembly to discuss (i) WPPL and (ii) youth political participation		Х		Х		Х	
(f) Public outreach and advocacy shall be increased among media and key opinion makers and leaders at the enhance a healthy political environment for WPPL through ICTs.	he natior	al and r	egional lev	els to rai	ise aware	ness and	
1. Utilize innovative technologies to strengthen WAIPA engagement with members and promotion of WPPL and gender equality, including by reviewing AIPA digital platforms	х						
2. Work with the ASEAN Secretariat, ACW, and ACWC to advocate for messaging promoting WPPL as a regular part of their own media and reporting activities		х					
3. Work with ASEAN Secretariat, ACW ACWC, AIPA Member Parliaments and partners to rollout multimedia awareness campaign, harnessing innovative technology to promote the value of WPPL, incl localised messaging that can be rolled out by Members Parliaments				х	х	х	х

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
4. AIPA Member Parliaments supported to organise seminars with (i) media outlets (ii) leaders in the private sector; (iii) faith-based organisations (as appropriate) on the value of WPPL and showcasing existing women's leadership				0	0	0	0
5. AIPA Secretariat produces an online newsletter under the WAIPA banner providing updates on ASEAN WPPL progress and showcasing "good news" stories		х	х	х	х	х	х
PILLAR 2: EMPOWERMENT OF WOMEN IN POLITICS - Increase in Women's Participation in their Political Sy	ystems &	the Exer	cise of The	eir Voice,	, Agency,	and Lead	dership
(a) Women parliamentarians to be supported to develop increased capacity, skills, knowledge and support decision making, including cooperation on capacity and leadership development programs, to support AIP					rticipate	in the po	licy
1. AIPA Secretariat develop a database and/or other digital tools to (1) facilitate opportunities for women MPs across ASEAN to engage in training activities and (2) share with AIPA Member Parliaments new knowledge products to promote WPPL			х	х	х	х	х
2. AIPA Secretariat works with UN Women to develop a regular regional and/or national training programme for ASEAN women MPs (online or in person) <sup>6</sup>		х	х	х	х	х	х
(b) Women parliamentary caucuses to be supported to strengthen their networks through WAIPA to promand best practices to expand the network of women beyond those sitting in parliaments to connect with c							iences,
1. WAIPA Coordinating Committee supported to expand Women Leaders Conference to include a day involving ACW focal points and women/youth CSOs to dialogue with women MPs		х					
2. AIPA Member Parliaments supported to organise regular meetings between national Women's Caucuses, any relevant parliamentary committees on women, relevant national institutions, and women's CSOs to discuss issues & priorities for action		0	0	0	0	0	0
3. AIPA national Women's Caucuses supported to establish Young Women's Sub-Committee, if relevant		0					
4. AIPA Secretariat harnesses innovative technology to showcase members of national Women's Caucuses and their impactful stories	Ref 1(f)(1)						
	Х	х	х	х	х	х	Х
5. AIPA Secretariat establishes online messaging group to connect WAIPA Members across ASEAN, including through adding such functionality to the existing AIPA App							

<sup>&</sup>lt;sup>6</sup> Note: To start as soon as possible

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(c) Networks of support for various backgrounds of women political leaders shall be created and sustained	at the r	egional a	nd nation	al levels.			
1. Support WAIPA Coordinating Committee to establish Sub-Committees on: (1) Young Women MPs; and/or (2) Women MPs with Disabilities which will be supported by the AIPA Secretariat to meet regularly to develop proposals for strengthening networks across AIPA		Ref 2(b)(1)					
2. Supports WAIPA to facilitate networking of current and aspiring women leaders by harnessing online networking tools (e.g. LinkedIn and Facebook groups)					х	х	х
(d) AIPA Member Parliaments to be supported to increase their capacities to engage and collaborate with traineeship programs at the national and regional levels between prominent women leaders and aspiring				ablish me	ntorship	and	
1. Commission a report scoping activities currently being implemented with Parliaments to facilitate mentoring between aspiring women leaders and/or existing women MPs			Х				
2. Share information with AIPA Member Parliaments on opportunities for mentoring (drawing on research)				х			
3. Design and implement a pilot/trial mentoring programme for aspiring women leaders and/or existing women MPs in up to 2 ASEAN member countries					х	х	
4. Use the Annual WAIPA Women Leaders Conference to share experiences, good practice and lessons learned from the pilot mentoring programme							Х
(e) Women-led civil society, women's groups and networks to be empowered and supported to systematic Parliaments, including through dedicated committee mechanisms and processes, where possible	cally and	construc	tively eng	gage with	AIPA Me	mber	
1. AIPA Member Parliaments supported to develop a simple Women's CSO & Specialists Database and/or other digital tools, collecting information about experts around the country working on gender equality and women's empowerment (GEWE)				0			
2. AIPA Member Parliaments each supported to develop nationally-tailored, simple information booklets/materials explaining the processes of law-making, budgeting and committee oversight					0		
3. AIPA Member Parliaments each supported to organise locally-designed information seminars for women's CSOs/mass organisations/groups and other interested stakeholders to build their understanding on how they can engage with the legislature (funds permitting)						0	0
4. AIPA Member Parliaments each supported to review their national rules and procedures (cross-ref Pillar 2(f)(1)) to ensure that (women) CSOs/mass organisations/groups and individuals are invited to make written or oral submissions during parliamentary committee processes, where possible				Cross- ref 2(f)(1)			

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
(f) Political bodies and institutions are encouraged to support the implementation of equitable and meaning security, and socio-economic spheres at both national and regional levels identified in the ASEAN Gender N							nd
1. AIPA Member Parliaments are encouraged to consider reviewing their rules of procedure to promote gender diversity by aiming to include at least 1-woman MP on parliamentary committees related to law, justice, security, and/or foreign relations, recognising the importance of diverse perspectives in decision-making processes.				0			
2. AIPA Member Parliaments supported to establish parliamentary inquiries into participation of women in political, peace and security, and socio-economic spheres					0		
3.AIPA Secretariat to facilitate some form of annual briefing to update Members on progress implementing the ASEAN Gender Mainstreaming Strategic Framework 2021-2025		х	х	х	х	х	х
(g) Promote community values within ASEAN identity as a pathway towards greater women's involvement	in politi	cal leade	rship.				
1. Undertake survey of AIPA Member Parliaments on challenges and opportunities MPs and staff face re ensuring "work-family-life balance", including issues related to child-care and other family responsibilities			Х				
2. Regional seminar organised to discuss strategies for promoting work-family-life balance within parliaments, including by sharing comparative good practice from other legislatures, in order to identify concrete approaches that could be considered for implementation by AIPA Member Parliaments				х			
<ul> <li>3. AIPA Member Parliaments supported to explore options for making Parliament more supportive to MPs and staff who are parents, including but not limited to:</li> <li>(i) Reviewing sitting hours to facilitate MPs and staff having proper family time;</li> <li>(ii) Reviewing facilities to establish on-premises child care;</li> <li>(iii) Establishing basic parental leave entitlements for MPs and staff.</li> </ul>					0		

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
PILLAR 3: GENDER-RESPONSIVE PARLIAMENT AND DECISION MAKING - Promotion of Gender-Responsive P	arliame	nts and G	iender-Re	sponsive	Policy De	cision N	laking
i) Promoting Gender-Responsive Parliaments							
(a) AIPA Member Parliament be supported to advocate for and raise awareness of the value of gender sens training and capacity building of all parliamentary staff to enhance understanding of gender issues.	sitive pa	rliament	s, includin	g providi	ng budge	t allocat	ion for
1. AIPA Member Parliaments supported to undertake some form of Gender-Sensitive Parliamentary Self-Assessment or Audit process, <sup>7</sup> to review their institutions and identify key areas for action		0					
2. AIPA Member Parliaments to develop and adopt internal Gender Equality Policies, to provide guidance on concrete actions to build a gender-sensitive parliament				0			
3. AIPA Member Parliaments' annual budget proposals to include funding for training on gender sensitive approaches to law-making, budgeting and oversight, where possible	0	0	0	0	0		
4. AIPA Member Parliaments supported to engage local and international experts and partners to design and roll out training for parliamentary staff on gender sensitive law-making, budgeting and oversight (Cross Ref Pillar 3(b)(2))				Ref 3(b)(2)			
5. AIPA Member Parliaments supported to develop a gender communications strategy that identifies target audiences, key messages, methods and timeframes						0	0
(b) Members of Parliament within AIPA Member Parliaments to-have increased awareness, capacity, and r decision making.	esources	s on geno	ler-sensiti	ve parliar	ments an	d policy	
1. AIPA and its Member Parliaments encouraged to ensure gender balance on study tours and in international delegations on GEWE issues		X/0	X/0	X/0	X / 0	X/0	x/0
2. In the margins of regular WAIPA meetings, organise a regional seminar/s to share comparative good practice with MPs in relation to gender-sensitive parliaments, rules of procedure and processes.							
3. AIPA Member Parliaments supported to engage local and international experts and partners to design and roll out training for MPs on gender sensitive analysis, law-making, budgeting and oversight				0			
4. Develop and rollout a regional strategy for engaging male parliamentarians / champions / advocates for women's political participation and leadership			X/0				
5. AIPA Member Parliaments encouraged to mandate a committee with powers to review issues related to GEWE and to use that committee to hold regular inquiries		0					
6. Provide support at national and regional levels to review and amend legislative frameworks to promote			0	0			

<sup>&</sup>lt;sup>7</sup> The Inter-Parliamentary Union has developed a Gender-Sensitive Parliamentary Self-Assessment Toolkit (<a href="https://www.ipu.org/resources/publications/toolkits/2016-11/evaluating-gender-sensitivity-parliaments-self-assessment-toolkit">https://www.ipu.org/resources/publications/toolkits/2016-11/evaluating-gender-sensitivity-parliaments-self-assessment-toolkit</a>) and the Commonwealth Parliamentary Association has developed a Gender-Sensitive Parliamentary Audit tool (<a href="https://www.cpahq.org/media/s20j1lws/cwp-gender-sensitizing-guidelines.pdf">https://www.cpahq.org/media/s20j1lws/cwp-gender-sensitizing-guidelines.pdf</a>).

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
7. AIPA Member Parliaments supported to gradually review rules and procedures to promote gender							
sensitivity by:							
(i) Requiring the formal consideration of gender equality in relation to proposed Bills, rules, budgets, etc;							
(ii) Requiring the mainstreaming of gender consideration across all stages of the legislative process,							
including budgeting, law-making, and oversight.					0		
(iii) Requiring that any gender-related parliamentary body (e.g. women's caucus or parliamentary							
committee) produce an annual report to Parliament on its work;  (iv) Requiring a minimum number of women in parliamentary leadership positions, where relevant or							
possible;							
(v) Ensuring language in all documents is gender-sensitive.							
(c) AIPA Member Parliaments supported to promote gender-responsive budgeting (GRB) in policy-, decision	n-m <u>akin</u>	g and bu	dget proc	esses, inc	l. analysi	s of budg	get
allocation where possible.							
1. AIPA Secretariat updates the 2015 Parliamentary Budgeting and Transparency in ASEAN Member States							
Working Paper, <sup>8</sup> to identify good practice and opportunities for parliaments to promote GRB at the		Х	Х				
national level, where relevant							
2. Drawing on the findings from the review of the 2015 Working Paper, organise a regional meeting to			х	х			
discuss GRB, incl. showcasing good practice from Member Parliaments							
3. Facilitate study exchanges between AIPA Member Parliaments to share good practice on GRB					Х		
4. AIPA Member Parliaments supported to engage with local experts and development partners to design							
and roll out a training programme for (i) MPs that are members of Budget Committees and (ii)					0	0	
parliamentary staff, on GRB and gender sensitive approaches to parliamentary budget activities							
5. AIPA Member Parliaments supported to organise seminars for women's mass organisations, women's						0	0
CSOs to raise awareness and promote greater understanding of the budget process							
(ii) Promoting Gender-Responsive Policy and Decision Making							
(a) Regional exchange of knowledge and good practice shall be established to promote gender-responsive							nulti-
sectoral priorities in ASEAN, including development of gender-sensitive AIPA Resolutions on political, econ	nomic, so	cial, env	ironmenta	al and oth	er matte	ers.	ı
1. Support women MPs to engage in regional meetings within the ASEAN mechanism and/or meetings							
organised by development partners relevant to gender equality and women's empowerment to support	х	х	х	х	х	х	Х
the promotion of gender-sensitive policy-making and decision-making on political, economic, social, environmental and other issues.							
- CHANGON MENTAL AND OTHER 1990CS.							

<sup>&</sup>lt;sup>8</sup> https://drive.google.com/file/d/1wkuzrEvPEClOqhNqnhQCRNgYxhkFslHS/view

Implementation Activities	2024	2025	2026	2027	2028	2029	2030
(b) Regional knowledge products, guidelines, tools, and KPI for developing and implementing gender-respondenced, and such sharing shall be encouraged.	onsive po	olicy and	legislatio	ns shall b	e develo	ped and/	or
1. Model "Gender-Based Legislative Assessment" guidelines or toolkits (e.g. a gender-based checklist for all pieces of legislation, including the budget) developed to help guide similar products in AIPA Member Parliaments			х				
2. AIPA Member Parliaments supported to develop localised briefing materials and handbooks to guide MPs on gender sensitive approaches to law-making, budgeting and oversight				0			
3. AIPA Member Parliaments supported to develop ICT and AI based tools to promote WPPL, gender equality, and inclusion					X/0	X/0	
(c) Robust and sustained data collection and engagement with partners shall be established to form evider responsive policy decision making for sustainable development, including gender data and analysis on key						nance ge	nder-
1. Annual report <sup>9</sup> , produced on behalf of WAIPA providing the AIPA General Assembly with current data and other narrative information on women in national and sub-national parliaments, progress and challenges in promoting WPPL across the region, issues related to VAWP, and any other issues of relevance		х	х	х	х	х	х
2. AIPA Member Parliaments supported to collect and publish sex/gender disaggregated data on key parliamentary topics such as parliamentary candidate diversity data (gender, ethnicity, education, profession, age, disability), leadership positions, etc, where relevant <sup>10</sup>		0	0	0	0	0	0
(d) Options to establish a regional knowledge hub on women's political participation shall be considered to programming, knowledge-based policy guidance and thematic coherence.	o promo	te evider	nce-based	country a	and regio	nal	
1. Commission a review of how regional bodies around the world have developed regional WPPL hubs/observatories to capture evidence and good practices on WPPL in ASEAN					х		
2. Based on the review, develop a simple Concept Note / Proposal and consult with AIPA Member						х	
Parliaments, development partners and other stakeholders				_			

<sup>&</sup>lt;sup>9</sup> This will contribute to the achievement of the ASEAN Regional Plan of Action on WPS, Priority Action 2.1.5: "Establish an annual scorecard/reporting mechanism on institutional gender" balance and women's participation, especially in peace and security decision-making.

<sup>&</sup>lt;sup>10</sup> This list is taken from the Commonwealth Parliamentary Association has developed a Gender-Sensitive Parliamentary Audit tool (<a href="https://www.cpahq.org/media/s20j1lws/cwp-">https://www.cpahq.org/media/s20j1lws/cwp-</a> gender-sensitizing-guidelines.pdf).