

NAC GENDER POLICY

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LIST OF ABBREVIATIONS

AIDS Acquired Immuno-Defiency Syndrome

AU Africa Union

CBO Community Based Organization

CEDAW Convention on the Elimination of All Forms Discrimination

against Women

CSO Civil Society Organization

DAAC District AIDS Action Committee
HIV Human Immunodeficiency Virus
MDGs Millennium Development Goals
M&E Monitoring and Evaluation

MOHCW Ministry of Health and Child Welfare

NAC National AIDS Council

PAAC Provincial AIDS Action Committee NGO Non-governmental organization

SADC Southern African Development Community

VAAC Village AIDS Action Committee
WAAC Ward AIDS Action Committee
ZNASP Zimbabwe National Strategic Plan

FOREWORD

Zimbabwe is among the countries affected by HIV and AIDS in the world. Current estimates show a prevalence of 15.6% for adults 15-49 years. An estimated 1.3 million people are living with HIV and AIDS.

Research conducted over the years has revealed that gender roles and relations directly or indirectly influence the level of an individual's risk and vulnerability to HIV infection. Zimbabwe has experienced a clear trend towards feminization of the HIV epidemic. In 2005/06 Zimbabwe Demographic Health Survey (DHS), HIV prevalence was found to be 21.1% among women aged 15-49 and 14.5% among men. Of the adults aged 15-49, living with HIV and AIDS in 2007, 60% were women. (MOHCW: 2007).

While knowledge has grown over the years about the gender related determinants of risk and vulnerability to HIV and AIDS, putting the knowledge into good practice has remained a serious challenge. The realities demonstrate the need to comprehensively integrate gender into all levels of HIV and AIDS programming. Integration will not only benefit women and girls who are mostly vulnerable but also men and boys who experience gender related risks and vulnerabilities.

As efforts to scale up responses continue, developing guidelines to implement strategic gender-sensitive responses has become more critical. It is in this context that the need to develop a gender policy was recognized and acknowledged.

The aim of this policy is to guide and direct processes of mainstreaming gender within NAC and at all levels of the national response to HIV and AIDS. The policy provides a framework within which institutional policies, strategies and programs mainstream gender and women's empowerment into the national response to the HIV and AIDS epidemic.

The policy endeavors to systematize what is already being done. It will provide mechanisms for NAC and its partners to identify and address gender inequality practices through the adoption of a two-pronged strategy that focuses internally on organizational processes and outwardly with regard to management of the national response to HIV and AIDS The policy provides key principles and strategies for comprehensive gender-sensitive programme responses.

The policy is a result of broad consultations among NAC and its partners and draws from national, regional and international laws, policies and protocols among them, the Zimbabwe National Strategic Plan 2006-2010 (ZNASP), Zimbabwe National Gender Policy, the Domestic Violence Act and related laws, the Maseru Declaration on HIV and AIDS and its concomitant, SADC Strategic Framework on HIV and AIDS, the SADC Protocol on Gender and Development, the Abuja Declaration on HIV and AIDS, Tuberculosis and Other Related Infectious Diseases, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, the AU Solemn

Declaration on Gender Equality in Africa, the Millennium Development Goals (MDGs), the United Nations General Assembly Special Session on HIV and AIDS and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

I am confident that the policy will provide a platform on which to motivate support and action within and across all sectors as it emphasizes building partnerships, networks and collaboration among all stakeholders.

Rev. M.C. Kuchera NATIONAL AIDS COUNCIL Board Chairperson

June 2008

1. PREAMBLE

HIV and AIDS is a major development challenge that threatens to reverse the development gains of the last few decades. The global epidemic is being addressed as a multi-sectoral concern at both national and international levels rather than only as a public health concern. Zimbabwe continues to be one of the countries in the world with a high HIV infection rate. According to the 2007 National Estimates, about 1.3 million people were living with HIV and AIDS with an adult prevalence of 15.6% among 15-49 year olds .HIV and AIDS do not affect all people equally. The imbalances between female and male risks and vulnerabilities have become evident as the differences in the rates of infection have grown. Among the estimated 1,085,671 people aged 15 to 49 years living with HIV and AIDS, 60% were women [Zimbabwe National HIV and AIDS Estimates Report, 2007]

National AIDS Council (NAC) as the coordinating body for the national response to the HIV and AIDS epidemic recognizes that the HIV and AIDS epidemic continues to threaten national development efforts through increased morbidity and mortality of national productive human resource and the diversion of human and other resources towards its prevention, treatment of the sick, care and support of those infected and affected by the pandemic. NAC has also noted that gender inequality and the role of power in sexual relations, especially women's lack of economic empowerment, are important factors in the spread of HIV and AIDS. The spread of HIV and AIDS is also fueled by key gender-based socio-cultural, legal and physiological factors that create different vulnerabilities and risks for males, females and young adults. The intersection of social and cultural notions of femininity and masculinity exacerbates gender issues in the context of the HIV and AIDS epidemic and need to be taken into consideration in designing and implementing the national response to the epidemic.

A gender audit of NAC policies, systems, structures and programmes conducted in 2005 identified gaps as well as opportunities for strengthened mainstreaming of gender in NAC and the national response. The audit noted that while policies, systems and structures are in place, their responsiveness to gender has remained limited.

Guided by the Zimbabwe National Strategic Plan (ZNASP) principle on gender and other regional and international protocols NAC therefore commits itself to the development, adoption and implementation of an institutional gender policy to inspire and guide its efforts in combating the HIV epidemic. The policy does not seek to paint HIV and AIDS as a woman's problem. However, the gender dimensions cannot be ignored. Addressing gender-based, social, economic, and legal vulnerabilities and risks that fuel HIV and AIDS can enhance the effectiveness of programs in the national response.

2. AIM AND SCOPE OF THE POLICY

The gender policy for the NAC provides a framework within which institutional policies, strategies and programs mainstream gender and women's empowerment into the national response to the HIV and AIDS epidemic.

The policy applies to NAC as an organization and to its partners and implementers of the national response to HIV and AIDS.

3. THE LEGAL FRAMEWORK

The policy is a result of wide consultations among NAC structures and other stakeholders. The policy is anchored on national, regional and global norms, standards and commitments to gender equality/equity and women's empowerment in general and in relation to the fight against HIV and AIDS in particular. The policy draws from the ZNASP, the National Gender Policy, the Domestic Violence Act and the Sexual Offenses Act, among others.

The Government of Zimbabwe has also signed a number of international protocols and conventions that ought to guide the state's response to HIV and AIDS and gender based discrimination and violence. These protocols and conventions include the Maseru Declaration on HIV and AIDS and its concomitant, SADC Strategic Framework on HIV and AIDS, the SADC Protocol on Gender and Development, the Abuja Declaration on HIV and AIDS, Tuberculosis and Other Related Infectious Diseases, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, the AU Solemn Declaration on Gender Equality in Africa, the Millennium Development Goals (MDGs), the United Nations General Assembly Special Session on HIV and AIDS and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) all of which emphasize the principle of gender equality and women's empowerment.

This policy should be read in conjunction with the Constitution of Zimbabwe and all legal instruments of Zimbabwe that promote gender equality and equity, that include the following:

(i) National Gender Policy

The Gender Policy recommends the development of sensitization programmes creating awareness on gender and health issues, including HIV and AIDS, developing gender sensitive multi-sectoral programmes for empowerment of women and girls and to enable men to assume their responsibilities in prevention of HIV and AIDS and introduction of

measures to counter exposure of girls to HIV and AIDS through traditional, religious beliefs and practices.

(ii) The Domestic Violence Act [Chapter 5:16]

The Act provides for the protection against any unlawful act, omission or behaviour which results in death or the direct infliction of physical, sexual or mental injury. Increasingly, gender based violence and gender inequality are determining factors in women's risk of contracting HIV.

(iii) The Sexual Offenses Act [Chapter 9:21]

The Act provides for the criminalization of deliberate transmission of HIV, even in instances where the accused person is married to the complainant.

4. VISION

A national response to the HIV and AIDS epidemic that is inspired and anchored on the principles of gender equality /equity and the respect of the human rights of the individual.

5. GOAL

To empower NAC to address the disparities between men and women in prevention of HIV and AIDS, access to treatment, care and support and mitigation programmes

6. KEY PRINCIPLES

The policy is inspired by national, regional and global norms and standards on gender and women's empowerment. It takes cognizance of the role of gender inequality as one of the key determinants of vulnerability to HIV infection. The policy is guided by eight key principles as described in the following section. The principles should guide NAC and its partners in designing gender mainstreaming strategies in the national response to HIV and AIDS. However, the principles should not be taken to be exclusive of others that may emerge.

6.1 Gender equality is critical to addressing HIV and AIDS

It is recognized that gender based inequalities play a key role in restricting women's ability to protect themselves from HIV. NAC recognizes the need to address these inequalities to effectively combat the epidemic and calls for total commitment by all partners.

6.2 Understanding gender differences between men and women

Central to gender mainstreaming is an understanding and ability to challenge concepts of masculinity and femininity that make both men/boys and women/girls vulnerable to HIV infection. Policies and programmes should take cognizance of the fact that women and girls are more vulnerable to HIV infection due to their biological make-up, socio-economic and cultural factors.

6.3 Women participation, inclusion and empowerment

Women's equal participation and empowerment is central to achieving gender equality. Equal participation goes beyond numbers. It involves women's equal right to articulate their needs and interests, as well as their vision of society, and to shape the decisions that affect their lives. Deliberate efforts should be made to increase and strengthen women's equal and equitable participation in all aspects of the national response to HIV and AIDS

6.4 Male involvement in promoting gender equality

Gender equality is an issue that concerns both women and men, and achieving it will involve working with men to bring about changes in attitudes, behaviour, roles and responsibilities at home, in the workplace, in the community, and in national, donor and international institutions. Male involvement should be promoted in all aspects of the national response. Increased male participation is critical in reducing the vulnerability of women and girls to HIV infection

6.5 Political will, commitment and accountability

A shared vision and institutional commitment to action serves as a critical starting point for mainstreaming gender in HIV and AIDS programmes. Effective mainstreaming of gender requires that such commitment transcends the level of a few individuals to become an institutional commitment shared by everyone in the organization and all partners in the national response.

6.6 Adherence to international goals and standards

Commitments to addressing and eliminating gender inequalities and HIV and AIDS must be honoured and fulfilled. It is essential for NAC and all stakeholders to understand the international and national legal frameworks within which gender mainstreaming interventions should be structured.

6.7 Sustainable partnerships and alliances

NAC recognizes the need for continuous and meaningful strategic partnerships and alliances based upon comparative advantages. All stakeholders should endeavor to facilitate for the successful and effective implementation of the policy.

6.8 Gender sensitive planning, monitoring and review

Gender sensitive plans and indicators are imperative to measure progress towards the realization of gender equality. Therefore there should be continuous monitoring and evaluation and review of plans, policies and programs.

7. POLICY OBJECTIVES AND ACTIVITIES

The policy seeks to provide a broad framework through which gender and women's empowerment can be mainstreamed in the national response to HIV and AIDS. Special measures will be undertaken to strengthen women's capacities to not only protect themselves from HIV infection but also to enhance their participation in decision making processes in the national response to the epidemic. The policy will be implemented through the following objectives and strategies.

7.1 Strategic Area 1: Management and coordination

Objective: To develop and strengthen the capacity and effectiveness of NAC, its partners and communities to mainstream gender and women's empowerment in the national response to HIV and AIDS.

Activities:

- (i) Establish an institutional framework at national level to ensure implementation of the Gender policy
- (ii) Establish links and identify mechanisms for collaboration with other partners to share information on effective gender responses to HIV and AIDS
- (iii) Strengthen participation of women in decision making processes at all levels of the NAC
- (iv) Build the capacity of NAC and stakeholders to engender HIV and AIDS programmes/projects by providing gender training at all levels
- (v) Engender all programme budgets to ensure equitable resources are available to all HIV and AIDS initiatives including those for women and girls
- (vi) Develop adaptable gender guidelines to build the capacity for all institutions and sectors
- (vii) Develop gender mainstreaming tools to support the engendering of HIV and AIDS programmes. These include gender audit tools, gender training manual, gender mainstreaming methodologies and the inclusion of gender within all job descriptions in NAC
- (viii) Develop and implement a communication strategy to ensure dissemination and implementation of the policy
- (ix) Undertake advocacy and lobbying to mobilize support for the implementation of this policy both within and outside the NAC

7.2 Strategic Area 2: Gender sensitive HIV and AIDS prevention programmes

Objective: To prevent new HIV infections and reduce the vulnerability of women/girls and men/boys by developing gender sensitive HIV and AIDS prevention programmes

Activities

- (i) Conduct gender analysis of all prevention interventions to facilitate gender mainstreaming
- (ii) Facilitate mainstreaming of gender and women's empowerment in all prevention related programmes and activities of the NAC
- (iii) Undertake measures that improve the distribution, marketing and consumption of female condoms to enhance women's capacity to protect them from HIV infection
- (iv) Facilitate development and dissemination of gender sensitive information on HIV and AIDS to young women and men to enhance their capacity to protect themselves against HIV infection
- (v) Undertake measures that address gender and domestic violence, especially sexual violence against women and girls to reduce their vulnerability to HIV infection
- (vi) Develop and implement strategies to address the social and economic causes of commercial sex work

7.3 Strategic Area 3: Equitable Access to care, support and treatment

Objective: To ensure equitable access to care, support and treatment interventions for both women and men and the reduction of care burden on women and girls.

Activities:

- (i) Mainstream gender and women's empowerment in care and support policies and programmes
- (ii) Undertake measures to ensure equal and equitable access to treatment including ART among women and men
- (iii) Design advocacy and lobbying materials to use to solicit for male support for women's access to treatment, care and support
- (iv) Develop and implement strategies to improve women and girl's access to care and support
- (v) Develop and implement strategies and programmes to reduce the burden of care and support for the sick on women and girls
- (vi) Develop and implement strategies and programs that strengthen male involvement in care and support for the infected and affected

(vii) Develop and use gender sensitive materials aimed at empowering women to make and implement decisions on their right to treatment and support

7.4 Strategic Area 4. Mitigation of the social and economic impact

Objective: To ensure the reduction of social and economic impacts of HIV and AIDS on women and girls

Activities:

- (i) Empower and create awareness among women and girls affected and infected by HIV and AIDS on how to improve their welfare
- (ii) Ensure equal participation of men and women in livelihoods activities designed to reduce poverty
- (iii) Promote male involvement in initiatives designed to mitigate the social and economic impact of the epidemic as they have power to positively determine its outcome
- (iv) Develop measures to address psychological, psychosocial, education and welfare of both girls and boys
- (v) Adopt and use the human rights approach to ensure promotion and protection of the rights of individuals, especially women and girls rights to inheritance and property to reduce their vulnerability to HIV and AIDS

7.5 Strategic Area 5: Monitoring and Evaluation

Objective: To ensure that all gender strategies have gender sensitive indicators.

Activities:

- (i) Develop appropriate gender-sensitive indicators to measure the impact of all HIV and AIDS interventions
- (ii) Conduct periodic review of the progress achieved in implementing gender-sensitive programmes
- (iii) Undertake research to generate appropriate gender sensitive information including generating gender disaggregated data for use in planning, implementation, management, monitoring and evaluation of the national response
- (iv) Monitor resource allocation to all HIV and AIDS programmes to ensure an equitable distribution of resources to men, women and children
- (v) Conduct regular gender audits of all HIV and AIDS strategies and activitie

8. RESPONSIBILITY AND ACCOUNTABILITY

The effective and successful implementation of this policy lies in clearly articulated responsibility and accountability processes and mechanisms at all levels of the NAC. The ultimate responsibility and accountability for the implementation of the policy rests with the Board.

8.1 Role of the NAC Board

- (i) Provide overall leadership for gender mainstreaming and women's empowerment within NAC
- (ii) Ensure that all mandates, policies, strategies and programs of the NAC mainstream gender and provide for women's empowerment into the functions of its sub-committees
- (iii) Ensure that reports from all levels of the NAC reflect on gender and women's empowerment

8.2 Role of the Chief Executive Officer

- (i) Ensure that the gender imbalances in staffing within the NAC are addressed
- (ii) Require that all policies, strategies, programs, projects and activities of the NAC mainstream gender and provide for women's empowerment.
- (iii) Include responsibility and accountability for gender in all staff job descriptions
- (iv) Ensure an enabling corporate environment to promote gender mainstreaming and women's empowerment
- (v) Ensure that directorate and coordination reports at all levels reflect progress made on gender mainstreaming and women's empowerment
- (vi) Ensure that all budgets of the NAC at all levels provide for gender mainstreaming and women's empowerment
- (vii) Establish accountability frameworks which ensure that the gender policy is implemented
- (viii) Ensure equal participation of men and women in the NAC structures (PAAC, DAAC, WAAC and VAAC)

8.3 Role of the Directorate for Programs

- (i) Establish a Gender Taskforce at national level to give visibility and prominence to gender issues within NAC
- (ii) Ensure that all program strategies and activities capture and address gender dimensions and women and men's issues systematically and consistently
- (iii) Strengthen management, all staff and partners capacity to work with gender and women's empowerment through sensitization and training

- (iv) Develop and use gender mainstreaming and women's empowerment materials and tools to strengthening organizational capacity to mainstream gender and women's empowerment within NAC
- (v) Develop and disseminate gender mainstreaming and women's empowerment monitoring and evaluation tools and guidelines for use at all levels of the NAC
- (vi) Develop and use gender benchmarks and indicators for use in monitoring and evaluation processes
- (vii) Review the policy every two years to maintain its relevance to prevailing social, economic, political and development environment.

8.4 Role of Management

- (i) Oversee the mainstreaming of gender and women's empowerment in their respective strategies, programs and activities in relation to the national response to HIV and AIDS
- (ii) Collaborate with the Directorate of Programs to strengthen staff capacity in gender mainstreaming and women's empowerment in their respective areas of responsibility
- (iii) Ensure regular monitoring and evaluation of gender mainstreaming in their respective programs
- (iv) Ensure the collection and utilization of gender and sex disaggregated data and information in their respective programs

8.5 Role of NAC staff

- (i) Be responsible for mainstreaming gender and women's empowerment in their areas of responsibility and work and this will be reflected in their job descriptions and duties
- (ii) Report on gender and women's empowerment as contained in their job descriptions
- (iii) Commit to behave and act in a way that promotes the attainment of gender equality and equity and women's empowerment.

8.6 Role of Gender Focal Persons

- (i) Act as catalysts for gender mainstreaming at all levels of the NAC
- (ii) Strengthen gender mainstreaming capacity at their respective levels
- (iii) Oversee gender mainstreaming and women's empowerment
- (iv) Facilitate monitoring and evaluation of the implementation of the gender policy

8.7 Role of AIDS Service Organisations, Partners and other Stakeholders

(i) Partner with NAC in providing services and ensuring successful implementation of the policy and mobilizing resources

9. BUDGETING AND RESOURCE MOBILIZATION

- (i) Gender budgeting should be mainstreamed into NAC budgeting processes at all levels
- (ii) NAC should provide adequate resources (human and financial) for mainstreaming gender in all programs and at all levels of NAC
- (iii) The Directorate of Finance needs special training to mainstream gender in financial and accounting processes and manuals
- (iv) Mobilize resources from partners

10 MONITORING AND EVALUATION

The Directorates for Programs and Monitoring and Evaluation (M&E) shall:

- (i) Be responsible for monitoring and evaluation of the policy
- (ii) Develop and use benchmarks necessary to create baselines on gender and women's empowerment within NAC
- (iii) Develop and use gender and women's empowerment indicators to be used for monitoring and evaluation of the implementation and impact of the policy
- (iv) Review the gender policy every two years to align it with prevailing conditions
- (v) Ensure availability of human and financial resources necessary for monitoring and evaluation of gender mainstreaming and women's empowerment within NAC

11. INSTITUTIONAL MECHANISM

There is need to put in place institutional mechanisms and processes for the effective and successful implementation of the gender policy. The Directorate for Programs should be capacitated through availability of resources (financial and human) and requisite skills to ensure the effective implementation of the policy. All structures (sub-committees, a taskforce and gender focal points) suggested above to enhance gender mainstreaming within the NAC should have clear terms of reference and resources to undertake their duties. Strong partnerships with NGOs, CSO, CBO and the public and private sectors need to be established to ensure sector wide mainstreaming of gender in the national response the HIV and AIDS

ANNEX

KEY CONCEPTS AND DEFINITIONS FOR GENDER MAINSTREAMING

Empowerment:

The process of gaining access and developing one's capacities with a view to participating actively in shaping one's own life and that of one's community in economic, social and political terms and processes.

Equal Opportunities for Women and Men:

Absence of barriers to economic, social and political participation on the grounds of sex.

Equal Pay for Work of Equal Value:

Equal pay for work to which equal value is attributed without discrimination on the grounds of sex or marital status with regard to all aspects of pay and conditions of remuneration.

Feminization of Poverty:

The increase of prevalence and incidence of poverty among women compared to men

Gender:

The concept that refers to the social differences between women and men that have been learnt and are changeable over time and have wide variations both within and between cultures

Gender Analysis

A process of identifying differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision making powers and rights between women and men and their assigned gender roles.

Gender and Development:

Approach concentrating on the unequal relations between women and men due to unequal playing fields. It focuses not only on women as an isolated and homogeneous group, but on the roles and needs of both women and men. Given that women are usually in disadvantaged positions as compared to men, promotion of gender equality implies an explicit attention to women's needs, interests and perspectives. The objective then is the advancement of the status of women in society with gender equality as the ultimate goal.

Gender Audit:

The analysis and evaluation of policies, programs and institutions in terms of how they apply gender related criteria.

Gender Blind:

Ignoring or failing to address the gender dimension

Gender Budgeting:

An application of gender mainstreaming in the budgetary process. It means a gender based assessment of budgets, incorporating a gender perspective at all levels of the budgetary process and restructuring revenues, and expenditure in order to promote gender equality. Gender budgeting involves examination of the gender distributional outcomes of the budgetary allocations, that is effect of the allocations on the social and economic opportunities of women and men.

Gender Equality:

The concept meaning that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles, different behavior, aspirations and needs of women and men are considered valued and favored equally.

Gender Equity:

Fairness in women and men's access to socio-economic resources. A condition in which women and men participate as equals and have equal access to social and economic resources

Gender Gap:

The gap in any area between women and men in terms of their levels of participation, access, rights, remuneration and benefits.

Gender impact Assessment:

Examining policy and program proposal to determine their differential impact on women and men with a\ view to adapting these proposals to ensure that discriminatory effects are neutralized and that gender equality is promoted.

Gender Mainstreaming:

Concerns planning, organization, improvement and evaluation of policy processes so that gender equality perspective is incorporated in all development policies, strategies and interventions at all levels and at all stages by all the actors involved.

Gender needs:

Gender needs arise out of the different roles of women and men in existing societies and institutions. They can either be practical needs or strategic needs. Practical needs arise from the actual conditions that women and men actually experience because of their assigned gender roles in given society. Strategic needs on the other hand are the needs required to overcome the subordinate of women to men in society and relate to the empowerment of women.

Gender Neutral:

Having no differential positive or negative impact for gender relations or equality between women and men.

Gender Planning:

An approach to planning which takes gender as key variable and seeks to integrate explicit dimensions into policies and programmes.

Gender Relations:

The relation and unequal power distribution between women and men, which characterize any specific gender system.

Gender Roles:

A set of prescription for action and behavior allocated to women and men and inculcated and maintained over time in a given society.

Gender Sensitive:

Addressing and taking into account the gender dimension

Reproductive Rights:

The right of any individual or couple to decide and responsibly at the number, spacing and timing of their children and to have the information and means to do so and the right to attain the highest standard of sexual and reproductive health.

Sex:

The biological characteristics, which distinguish human beings as female or male.

Sex Disaggregated Statistics:

The collection and separation of data and statistical information by sex to enable comparative analysis.

Sex Discrimination:

Where a person is treated less favorably because of her or his sex. Where laws, regulations, policy or practices apparently neutral have disproportionate adverse impact on the members of one sex.

Sexual harassment:

Unwanted conduct of a sexual nature or other conduct based on sex affecting the dignity of women and men at work including the conduct of superiors and colleagues.

Stereotypes:

A fixed idea that people have about what somebody or something is like, especially an idea that is wrong.

Women in Development:

An approach that holds that women are lagging behind in society and that the gap between women and men can be bridged by taking remedial measures within the existing structures.

Women's Triple Roles:

Refers to the reproductive, productive and community-managing roles. The way these roles are valued affects the way women and men set priorities in planning programmes and projects. The taking and not taking into consideration these triple roles can make or break women's chances of taking advantage of development opportunities.