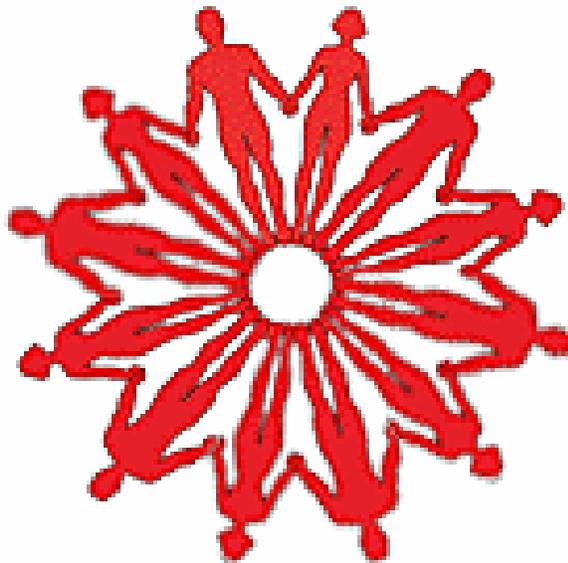


UNITED NATIONS DEVELOPMENT PROGRAMME

GENDER IN DEVELOPMENT PROGRAMME

LEARNING & INFORMATION PACK



STRATEGY DEVELOPMENT

DRAFT

September, 2000

Explanatory Note

This Information Pack is a basic resource on developing strategies for gender mainstreaming. It is intended for both the interested reader or for use in a training setting. It has been developed to reflect UNDP's needs in particular, especially those of gender focal points in UNDP country offices, but we hope that it will have wider utility. It has been designed to be readily adaptable to different needs.

The first section consists of four sets of slides with a brief commentary on each. The slides set out key points for the reader. The accompanying commentary expands on these key points and provides links to resources that are included in the Resources Section of this Information Pack. (There are also some references to further resources available through the internet.) Full size slides, which can be used for presentations, are in the back of the manual.

The **slides and resources** included in this Information Pack cover three sets of points:

- ▶ **Basic points about strategies:** discusses what a strategy is, how strategies differ from policies and workplans, etc.
- ▶ **Developing a gender mainstreaming strategy:** the process and tools for developing a Country Office Gender Mainstreaming Strategy.
- ▶ **Gender focal points:** the gender focal point function and the skills required by gender focal points.
- ▶ **Organizational context:** some broader elements of the organizational context that may serve as a background for strategy development and assessment.

In some cases there is some overlap between the slides and discussion, but this has been done because different users will be approaching the subject from different angles.

The final section of the Information Pack lists **internet and other resources** on strategies for gender mainstreaming.

This Information Pack complements others in the series:

- [Gender Mainstreaming](#)
- [Programme and Project Entry Points for Gender Mainstreaming](#)
- [Gender Analysis](#)
- [Process and Advocacy Skills](#)
- [Information, Communication and Knowledge Sharing](#)

Note on [hyperlinks](#) (underlined text in blue)...

The reader will note text underlined throughout the Pack. These indicate links to related information within this particular Pack as well as directly to Internet resources (the URL or address of the resource in question). For example, a link may bring the reader to the related title of the handout or background reading attached to the report, or (if the reader is connected to the Internet at the time of reading the document) may bring the reader directly to the Web site of the resource in question. . Once you have clicked on a hyperlink it will turn purple. The colours may vary if your computer has different default settings.

You can return to place where you hyperlinked from by clicking on the Back (↶) arrow on the hyperlink toolbar. Each item in the Table of Contents is hyperlinked to the appropriate slides and resources in the document.

Note on crediting handouts and reproducing materials from this Pack.

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Symbols used in this pack



Speakers Notes



Training Ideas



Handout available within the pack



Background Reading



Internet Resource



Recommended additional reading

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Resources included in this pack

On the concept of mainstreaming and the rationale for this strategy

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Vol. 1. Ministry of Women and Children Affairs, Government of Bangladesh. 1998.		
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Slide 1 What is a “strategy”

WHAT IS A “STRATEGY”?

A strategy outlines the approach that will be used to achieve specified goals – it is a description of how a mandate will be implemented.

CHARACTERISTICS OF A STRATEGY

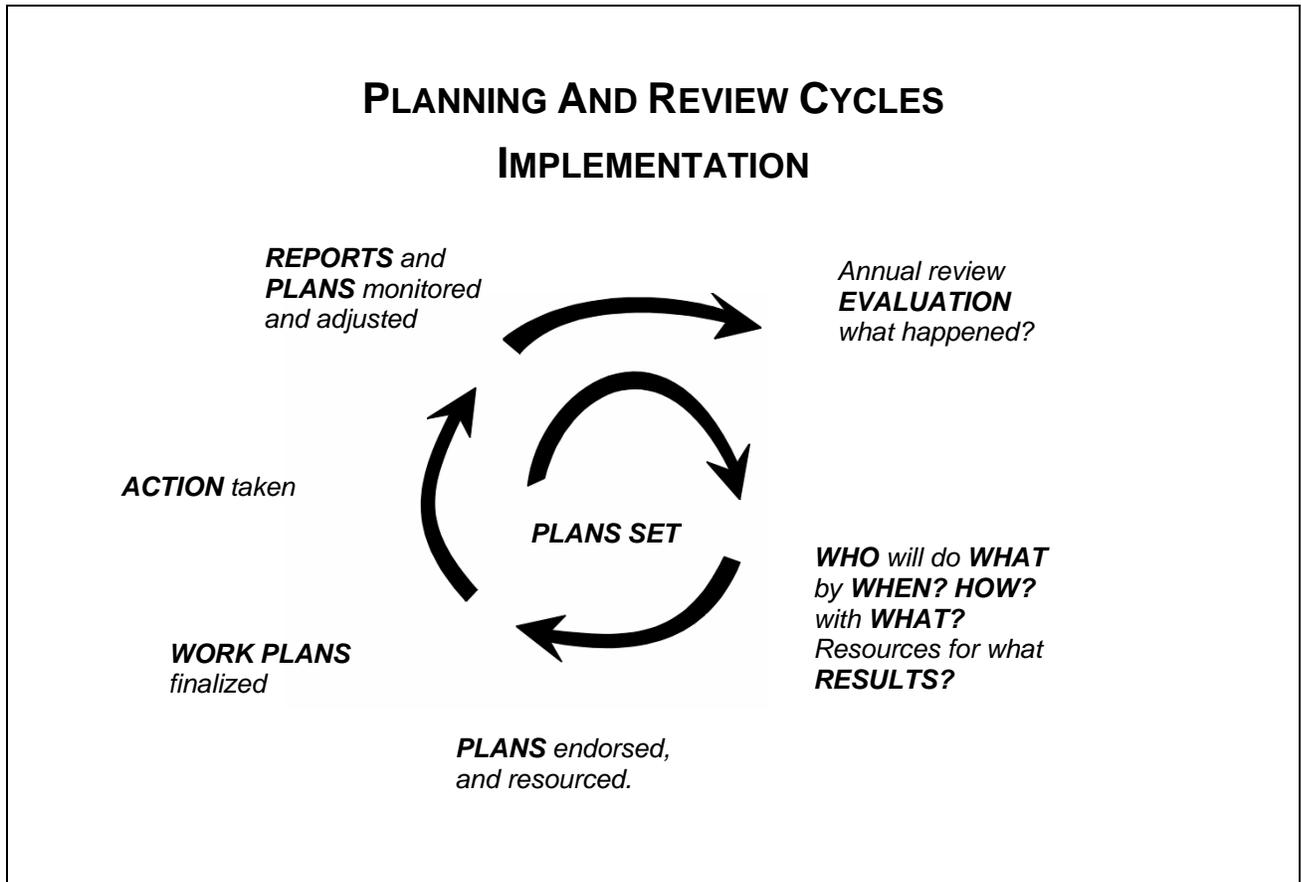
- ▶ **Time bound**
- ▶ **Specifies: Who, What, When, How**
- ▶ **Uses clear and precise language**
- ▶ **Is feasible and achievable**



A strategy is an approach used to achieve goals; a description of how to implement a mandate and achieve an overall objective. It should serve as a practical tool. Key characteristics of effective strategies include:

- **Time-Bound** A strategy should be for a specific period that makes sense in the organizational context, and should indicate what should be achieved by the end of this period. In UNDP it makes sense to link a strategy for gender mainstreaming to the programming cycle, to review progress and achievements as the cycle draws to a close, and to use this assessment to revise the strategy for the new programming cycle. Interim benchmarks are also useful to pace implementation and for interim checks on progress.
- **Specifies Who, What, When, How** The more specific the strategy, the more likely it will be implemented. Questions to ask:
 - Who will directly be responsible, who will collaborate?
 - What will they be responsible for? What outputs or results?
 - When will this be accomplished? Can interim benchmarks be set?
 - Where resources are required (time, staff, funds), have they been provided for?
- **Clear Language** All statements in the strategy should be understandable by all who are expected to implement and monitor it. If they are not familiar with the term “gender mainstreaming” make sure it is explained with examples. (Avoid making explanations circular. E.g., a statement that “gender mainstreaming means that the country office programme is gender-sensitive” will not help anyone. Instead try: “gender mainstreaming means that all UNDP initiatives are designed to address the needs of women as well as men.”)
- **Feasible and achievable** It is discouraging to set the standard for achievement either too low or too high. If it is too low, little will be accomplished. If it is too high, the credibility of the strategy and its proponents may be undermined.

Slide 2 Planning and review cycles



This diagram is a generic representation of a planning cycle. In planning a strategy for a specific objective, an important first step is to consider the basic planning cycle of the organization, or programme unit, or country office, and determine how best to link the strategy being developed with that planning cycle.

The questions to ask include:

- when are the major programming decisions made (the decisions about priorities and themes)? what is the process and who is involved?
- when are decisions made about resource allocations (for programme activities, for the allocation of staff to particular activities, and for in-house and staff development initiatives)?
- what is the process for reviewing progress, achievements and lessons learned?

Slide 3 Frequently asked questions on strategy development

FREQUENTLY ASKED QUESTIONS ON STRATEGY DEVELOPMENT

1. **What's the connection or difference between policy and strategy?**
2. **What's the connection or difference between the Programme Outline and the Strategy?**
3. **What's the connection or difference between a strategy and a workplan?**



1. What's the connection or difference between policy and strategy? Policy provides the overall framework. It states the commitments made by the organization. A strategy states how the organization (or a particular bureau or country office) will implement the policy.

A Country Office Gender Mainstreaming Strategy is therefore an outline of how a particular UNDP country office will implement UNDP's commitment to gender equality as a development goal and gender mainstreaming as the means to contribute to progress toward gender equality.

A gender mainstreaming strategy is a framework that organizes information, policy commitments, activities and resources in a systematic way. It is intended to guide action to achieve defined outcomes or results. It should be a map for how to get from "a" to "b". The "a" is wherever each country office and programme are now in their *capacity* to integrate gender considerations in the mainstream of a programme and its activities, and in *actual action*. The "b" is the objective to be achieved in a specified period.

2. What's the connection or difference between a programme outline and the strategy? A programme outline is a proposed commitment. The Country Office Gender Mainstreaming Strategy is not a programme outline. Rather it must fit within the programme outline and other corporate instruments and commitments.

3. What's the connection or difference between a strategy and workplan? A strategy covers joint work at the Country Office – what is to be achieved by the combined efforts of all staff and units. It should set out who is responsible for what and by when.

In addition, some individuals may have specific workplans under the strategy. For example, gender focal points and UNV gender specialists with specific roles in strategy implementation would have a workplan that outline what they will do by when. (Given their roles, workplans for gender focal points and UNV gender specialists are best developed in the context of the Country Office Gender Mainstreaming Strategy.) All other staff or units will have responsibilities under the Country Office Gender Mainstreaming Strategy and these should be incorporated into their individual workplans.

Slide 4 “Strategy to formulate the strategy”

“STRATEGY TO FORMULATE THE STRATEGY”

Questions often asked:

- ▶ where do we start?
- ▶ how do we go about it?
- ▶ who should be involved?
- ▶ what do we base it on?

Pointers:

- ▶ use a participatory approach -- a strategy is more effective if all who must implement it participate in developing it
- ▶ make use of existing policy reference points (UNDP and national)
- ▶ make use of UNDP’s gender mainstreaming strategy tools
- ▶ build on existing processes where possible



The staff member responsible for coordinating the formulation of a Country Office Gender Strategy will need to begin by considering the process to follow – to have a “strategy for the strategy. The slides that follow are intended to assist in thinking through the process. Four general pointers are noted here:

1. **Participation** is important for several reasons:

- ensuring that there is a common understanding of why gender equality is an issue for the Country Office, and what is meant by gender mainstreaming;
- building ownership of the strategy and commitment to implementation;
- encouraging the practice of collaborative work on gender mainstreaming as a shared responsibility of Country Office staff.

2. **Policy reference points** exist within both UNDP and in programme countries (as well as for the UN system). They provide the mandate for action as well as guidance about directions and priorities. See [Slide 5](#) on UNDP reference points and [Slide 6](#) on the national context.

3. **UNDP’s gender mainstreaming strategy tools** have been developed through reviews of UNDP experience and discussions in the Learning Consultation Briefings on Gender Mainstreaming. They are reviewed with [Slide 7](#).

4. The use of **existing processes** (for planning and analysis, for exchange of experience, for reviewing staff performance, for training and briefing) is another important approach, both to keep staff workloads manageable and to reinforce the understanding that gender mainstreaming should be routine (and not a separate process).

Slide 5 Reference points for strategy development: UNDP

REFERENCE POINTS FOR STRATEGY DEVELOPMENT

Policy commitments on gender equality goals:

- ▶ **Beijing *Platform for Action* – endorsed by UNDP programme countries as well as ECOSOC and UN agencies**

UNDP policy documents on gender mainstreaming:

- ▶ **Guidance note on gender mainstreaming (1997)**
- ▶ **Direct Line 11 (1996)**
- ▶ **Gender balance in management policy (1994)**

Policy commitments on gender equality goals:

An authoritative reference point is the Beijing *Platform for Action* – because it was endorsed by programme countries it provides both an opportunity and a responsibility for UNDP to ensure that its programme supports gender equality. It also is an essential tool for policy dialogue on gender equality with partner governments as it grounds these discussions on the gender equality commitments already made by those governments. The text of the *Platform for Action* and selected national action plans are available on-line: <http://www.un.org/womenwatch/followup/>

Other useful reference points are the conclusions on gender equality of the other UN conferences of the 1990s – Education for All (Jomtien 1990, Amman 1996); Environment and Development (1992); Human Rights (1993); Population and Development (1994); Social Development (1995).

UNDP policy documents:

The *Guidance Note* and *Direct Line 11* outline the approach to be followed in programme development. The *Gender Balance in Management Policy* promotes a more balanced representation of women and men in management and decision-making positions. See: <http://www.undp.org/gender/policies/>. These UNDP policy documents are interpreted in the gender mainstreaming strategy tools, see [Slide 7](#).

Other useful resources:

In the Resources Section of this Information Pack, see [Resource 4](#) for a list of reference points for developing a strategy that was suggested at the LCB for UNVs and gender focal points in Santo Domingo (1998). For a perspective on themes on which national governments and UN agencies could collaborate, see [Resource 5](#), the “Five-Point strategy for accelerating progress” from the 1995 UNDP *Human Development Report*.

Slide 6 Reference points for strategy development: the national context

REFERENCE POINTS FOR STRATEGY DEVELOPMENT: NATIONAL CONTEXT

Policy framework:

- ▶ **Beijing Platform for Action and national implementation plans**
- ▶ ***Convention on the Elimination of All Forms of Discrimination Against Women***
- ▶ **National policies on gender equality and women's position**
- ▶ **Strategies and plans of the government ministry or office responsible for women's equality**
- ▶ **National development plan, priorities**

Situation of women, gender equality:

- ▶ **Government and NGO reports on progress in implementation of the PFA and CEDAW**
- ▶ **Readings on Core Indicators (UN Common Country Assessment Indicators)**
- ▶ **Studies and reports on gender equality and gender issues (by UNDP, government, NGOs, academics)**



While much attention is given to UNDP internal processes in gender mainstreaming strategies, the point of doing this is to *develop capacity within UNDP* on gender equality issues *in order to have a positive impact on women and gender equality in the programme country* (see the Information Pack on Gender Mainstreaming [Slide 5](#) and [Slide 6](#)).



All programme countries have made commitments to women's equality and gender mainstreaming, and these are important reference points for the strategy. Both governments and NGOs will likely have useful documents that assess progress and identify key issues.



In some programme countries, UNDP and its partner UN agencies will be using the UN Common Country Assessment Indicators (as part of the UN Development Assistance Framework). For a list of these, see the Information Pack on Programme and Project Entry Points [Resource 5](#). For a useful discussion of these indicators (and of targets and indicators more generally), see UNIFEM's *Progress of the World's Women* (released in June 2000). An extended Preview that focuses on "targets and indicators for holding government's accountable for the fulfillment of commitments made to women" in the PFA is available on-line:



<http://www.unifem.undp.org/progressww/index.html>

Slide 7 UNDP gender mainstreaming strategy tools



UNDP GENDER MAINSTREAMING STRATEGY TOOLS

- ▶ **Guideline/checklist: mainstreaming gender equality considerations into UNDP Country Office activities**
- ▶ **Gender Mainstreaming Assessment Tool**
- ▶ **Gender Mainstreaming Action Planning Tool**

These three tools are all directed toward UNDP Country Offices and are included in the Resources Section of this Information Pack.



Resources

The **Guidelines/Checklist** ([Resource 1](#)) interprets and complements the *Guidance Note on Gender Mainstreaming*. It outlines questions that should be asked about major aspects of programme development and implementation and administration, and therefore helps think through what is required by the *Guidance Note*. (See [Slide 8](#) for the major headings under which questions are raised.)

The **Gender Mainstreaming Assessment Tool** ([Resource 2](#)) is intended for use in doing a baseline assessment of gender mainstreaming capacity of a UNDP country office (and for subsequent review of progress).

The **Gender Mainstreaming Action Planning Tool** ([Resource 3](#)) is designed to build on the analysis from the assessment tool in order to develop a gender mainstreaming strategy.

Slide 8 Gender mainstreaming in UNDP Country Offices: who? what?

GENDER MAINSTREAMING IN UNDP COUNTRY OFFICES

WHO IS RESPONSIBLE?

- ▶ all staff, including the Resident Representative and professional staff working in every sector

WHAT ACTIVITIES ARE OF CONCERN?

- ▶ Country programmes
- ▶ Programme & project formulation
- ▶ Programme & project implementation
- ▶ Programme & project evaluation
- ▶ Policy advice and dialogue
- ▶ Resource mobilisation
- ▶ Internal, inter-agency & NGO meetings
- ▶ Training and briefing sessions
- ▶ Staff recruitment
- ▶ Budget allocations



Two important messages of the UNDP *Guidance Note on Gender Mainstreaming* (<http://www.undp.org/gender/policies/>) are:

1. Mainstreaming gender equality considerations is the responsibility of all staff, beginning with senior management. Key points from the *Guidance Note* include:

- ▶ “The Resident Coordinator must take an inter-agency lead in mainstreaming gender equality considerations.”
- ▶ “The Resident Representative’s active advocacy and support is a requirement for progress in mainstreaming gender equality.”
- ▶ “We need systematic and consistent attention to gender equality objectives throughout the programming cycle.”

(The *Guidance Note* also outlines specific responsibilities for gender focal points in coordinating and supporting the above. This is considered further in [Slide 12](#).)

2. Effective gender mainstreaming requires action throughout the planning and programming cycle. Accompanying the *Guidance Note* is a Checklist/Guideline that illustrates

what is required by raising questions under each of the headings in the slide above: see [Resource 1](#) in this Information Pack.

(See also [Slide 16 Organizational constraints in UNDP](#) and [Slide 17 Dimensions of organizational capacity for gender mainstreaming](#) for some broader points on the organizational context and the elements of capacity.)



Slide 9 Some indicators of action on gender mainstreaming in country offices

SOME INDICATORS OF ACTION OF GENDER MAINSTREAMING IN COUNTRY OFFICES

- ▶ **A gender mainstreaming strategy in place and used, reported upon regularly**
- ▶ **A gender mainstreaming briefing kit prepared on an inter-agency basis, and updated regularly**
- ▶ **A gender profile for the country in place, developed consultatively**
- ▶ **Gender mainstreaming training and capacity building activities, planned and completed**
- ▶ **Responses to the Five Main Challenges in Direct Line 11 recorded, with tracking commitments**
- ▶ **Programme(s) to support the national programme to implement the Beijing Platform for Action operational**
- ▶ **Programme(s) to support national efforts in one or more of the strategic priorities for the achievement of gender equality set out in the Human Development Report, 1995, operational**
- ▶ **A mechanism for regular consultation with women's and gender-sensitive organisations in place**
- ▶ **Country specific sets of indicators for tracking progress on gender equality, gender-sensitive policies and changes in gender relations over time, in place and in use**

This list draws from UNDP policy guidance and the gender mainstreaming planning tools and serves to illustrate the kinds of activities that might be included in a gender mainstreaming strategy.

Slide 10 Basic steps in developing a gender mainstreaming strategy

STEPS TO CONSIDER

- ▶ **organize the available material**
- ▶ **set priorities on the basis of the self-assessment**
- ▶ **identify a time frame that makes sense for the situation**
- ▶ **determine the main themes for the gender mainstreaming strategy, taking account of national plans and policies as well as UNDP priorities**
- ▶ **set goals, objectives, tasks and actions and reporting lines**



1. **Organize the available material:** information, documents, policy, etc. from the country office (including the Gender Mainstreaming Self Assessment, the Terms of Reference for the Gender Focal Point Function, checklist of gender mainstreaming actions in country offices, situation assessments) and the national partner (government commitments to gender equality, other relevant priorities, situation assessments, etc.).
2. **Review the self-assessment and the context, and set priorities.** Consolidate categories and activities and identify what should be worked on first. Not everything can be done at once, and some things should be done before others. Setting priorities and thinking about phasing and pacing makes the task more manageable.
3. **Finalize the time frame that makes sense for the situation.** Review the situation: are elections coming up? job changes? new positions? restructuring? Make real dates, and create sensible benchmarks.
4. **Determine the main themes for the gender mainstreaming strategy framework,** given existing policies and circumstances for both the partner country and UNDP. The amount of work that can be done, the degree of detail and progress towards implementation depend on the starting points. In considering the steps to take, ideas can be gained from the way others have considered the issue.



See in the Resources Section of this Information Pack:

[Resource 6](#) **Checklist of suggestive actions for gender mainstreaming.** Extract from Kalyani Menon-Sen. *Moving from Policy to Practice: A Gender Mainstreaming Strategy for UNDP India*. UNDP, October 1998.

[Resource 7](#) **Example of strategy considerations by a UNDP Division (MDGD).**

[Resource 8](#) **Example of a draft gender mainstreaming strategy by a country office (UNDP Vietnam).**

5. **Set goals, objectives, tasks and actions and reporting lines.**

Slide 11 Possible structure for a strategy document?

POSSIBLE STRUCTURE FOR A STRATEGY DOCUMENT

- ▶ **UNDP country policy or UNDP policy (1-2 paragraphs)**
- ▶ **situational analysis & conclusions**
- ▶ **key strategic themes for action, e.g.**
 - **information requirements**
 - **capacity building**
 - **communications**
 - **support for the PFA & CEDAW**
 - **others (networking, resource mobilisation, specific sectoral or issue priorities in the country)**
- ▶ **Resources for implementation**



Consider this structure as a guide:

- ▶ **Policy framework.** 1-2 paragraphs on UNDP policy, country policy.
- ▶ **Situational analysis and conclusions..** These paragraphs need to say something such as “We scanned the situation, in light of the policy and directives. We identified these needs. The aspects of these needs to which we conclude have comparative advantage and could contribute strategically are these, a,b,c.”
- ▶ **Key strategic themes for action.** Examples of standard ones that most Country Office gender mainstreaming strategies should include are:
 - **Information resources.** whatever the programme needs to be able to share responsibility for gender mainstreaming across all functions and partners;
 - **Capacity Building.** Briefing, training, sharing sessions, working with partners, supporting the national machinery and its work with line agencies, and particularly with regional institutions and networks of civil society, NGOs.
 - **Communications.** distribution of available materials, work with colleagues to use materials in their work; how to support the timely flow of useful information the focal points need..
 - **Support for the Beijing Platform for Action and CEDAW.** means to ensure that UNDP’s programme and initiatives support the PFA;
 - **Other priorities:** e.g., networking, resource mobilization, specific sectoral or issue-related priorities given the country context.
- ▶ **Resources.** What is required (human resources, institutional resources, financial resources); what is available, how additional resources will be obtained.

Slide 12 Gender focal point function and responsibilities

GENDER FOCAL POINT FUNCTION

- ▶ **TEAM FUNCTION**, with both management and operational dimensions
- ▶ **MANAGEMENT LEVEL**: provide leadership to ensure that gender issues are considered in all policy, programme, and administrative decisions
- ▶ **OPERATIONAL LEVEL**: act as a catalyst for consideration of gender issues at the working level

RESPONSIBILITIES

Take a lead role in preparing:

- ▶ Gender mainstreaming strategy
- ▶ Gender mainstreaming briefing kit
- ▶ National gender profile

Provide management leadership and catalytic support in:

- ▶ implementation of the **Guideline/Checklist on Mainstreaming Gender Equality Considerations into UNDP Country Office Activities**



For the full Terms of Reference see the Resources Section of this Information Pack:



[Resource 10: UNDP Terms of Reference for the Gender Focal Point Function.](#)

The role of the gender focal point is a challenging one. These Information Packs are intended to assist by providing easy access to information about approaches, tips on skills, ideas about how to proceed, and resources on key themes.



An important starting point to increase effectiveness as a gender focal point (and more generally as a professional) is the [Information Pack on Process and Advocacy Skills](#), which focuses on how to strengthen the influencing skills that are key to being effective as a catalyst for gender mainstreaming. The [Information Pack on Programme and Project Entry Points](#) provides tips on both the planning cycle and thematic concerns.



A useful list of “tips” for what to do as the (operational) gender focal point was developed at a Learning, Consultation, Briefing Meeting in 1998 and is included in the Resources Section of this Information Pack: **[Resource 10: Mainstreaming gender: suggestions and ideas for gender focal points.](#)** Another useful list of pointers that came out of the LCBs is included as [Resource 11: Further suggestions for gender focal points.](#)

Slide 13 Skills required by gender focal points

SKILLS REQUIRED BY GENDER FOCAL POINTS

Gender Mainstreaming Requires:

- Analytic skills (social and economic analysis)
- Communication/Advocacy skills
- Decision-making skills

At both management and operational levels



1. Analytic skills. The Gender Focal Point must be able to act as a principal resource person and reference point in the country office on disaggregated information:

- identify and understand the cross-cutting hierarchies difference and inequality, including gender, in all aspects of political, social and life;
- identify the gender impact of macro-economic policy planning decisions;
- monitor changes in the status of women in the country, developing locally-relevant indicators if necessary.

2. Advocacy/Communication. Gender focal points must be able to advocate successfully for inclusion of gendered information in all country office and dialogue. The challenge is to influence KEY PEOPLE and influence KEY PROCESSES in order to influence development products, such as: Speeches and Statements; Programme; Country Cooperation Framework and National Development Reports. (See [Slide 14.](#))

3. Decision-making skills. Gender Focal Points must understand and contribute to the decision-making processes in the country office:

- Listen carefully to, and respect, all points of view
- Articulate your own point of view assertively
- Assist colleagues to "survey the field" of relevant information, and remain open-ended and flexible
- Remain focused on the issue, and assist colleagues to do the same
- Develop the ability to summarise and consolidate ideas, facilitating the reaching of conclusions
- Keep good records of the "evolution" of a desired decision.

Slide 14 Influencing skills for gender mainstreaming

INFLUENCING SKILLS FOR GENDER MAINSTREAMING

We seek to:

**Influence key people
Influence key processes**



In order to achieve



**A development product
(Situation Analysis, Country Cooperation Framework,
project document etc.)**

The Questions Are:

**Which are the key processes?
Who are the key people?**



Two important questions to raise regularly are “Which are the key processes?” and “Who are the key people?” Focusing on key people and key processes in order to mainstream gender into a project, programme or policy is an important element for gender mainstreaming. Who makes the decisions and how does the process work? What are the key entry points that can be used and what can be said? For example preparing a briefing note on the points you want to introduce on gender mainstreaming to give to your Resident Representative before an important meeting or mission can be useful.

In working with others to develop the gender mainstreaming strategy, influence skills include the analysis of key processes and key people, but also skills to bring colleagues onside. Discuss with people how to make gender mainstreaming actions real and part of shared professional responsibility. Take what people say into the discussion process, even if it does not seem constructive or useful. Reinforcing what people say matter is often very important and part of participatory and consultative processes, even when we don’t necessarily agree with it ourselves In this advocacy role, the job is to support processes, helping the agency realize the commitments it has made.



See also the Process and Advocacy Skills Information Pack, slides 12 through 15 on [Working with Resistance](#).

Slide 15 Coping with resistance

FORMS OF RESISTANCE

- ▶ **Denial**
- ▶ **Speaking “on behalf of women”**
- ▶ **Token action**
- ▶ **Lip service**
- ▶ **Misconstrued mainstreaming**
- ▶ **Commissioning a study**
- ▶ **Compartmentalization**
- ▶ **Appointing a token women**

**Coping with resistance**

Many people are ambivalent about gender equality and the changes it implies. This results in various forms of overt and subtle resistance to initiatives for gender equality. For effectiveness as an advocate for gender equality, it is important to be able to recognise these forms of resistance and to respond constructively.



This list of forms of resistance, together with possible strategies in response, is elaborated in [Resource 12: Recognizing and responding to resistance](#).

Slide 16 Organisational constraints in UNDP

ORGANIZATIONAL CONSTRAINTS

- ▶ **isolation of working level staff from UNDP management concerns**
- ▶ **lack of staff confidence in their skills in analysis, communication and strategic planning**
- ▶ **inconsistent application of policy by senior management**
- ▶ **compartmentalization of issues**
- ▶ **limited opportunities for sharing experience and organizational learning**
- ▶ **hierarchical organizational culture**
- ▶ **particular difficulties faced by women in achieving recognition as professional colleagues**

**Organisational constraints in UNDP**

This list of organizational constraints was identified in the mid-point review of UNDP's Capacity Building Support Programme for Gender mainstreaming: see the extract discussing these points in [Resource 13: Organizational constraints in UNDP](#).

This slide and the accompanying resource have been included in this Information Pack as they are useful background to developing a country office gender mainstreaming strategy and for evaluating progress on it (and assessing the contribution made by gender focal points) – that is, working for organizational change to deal more effectively and consistently with gender equality issues is a complex task, and made more so by general organizational constraints that cannot be solved through the gender mainstreaming strategy. While useful steps can and should be taken, aims should also be realistic. Finally it is important to re-emphasize that country offices as a whole are responsible for gender mainstreaming, not only the gender focal point, and the resident representative has a particularly important leadership role in legitimizing the issues and promoting a constructive environment for action.

See also [Slide 17](#) for a more general framework within which to consider requirements for capacity building for gender mainstreaming within the organisations.

Slide 17 Dimensions of organizational capacity for gender mainstreaming

DIMENSIONS OF ORGANISATIONAL CAPACITY FOR GENDER MAINSTREAMING

- ▶ **Appropriate knowledge and skills**
- ▶ **Strategic management**
- ▶ **Effective networks and linkages**
- ▶ **Enabling policy and institutional environment**
- ▶ **Supportive economic, social and political environment**



These general dimensions of capacity were identified through UNDP studies on capacity building and provide a useful framework for assessing what requires attention in developing the capacity of a country office (and UNDP as a whole) for gender mainstreaming.

Resource 14: Dimensions of Capacity for Gender Mainstreaming provides an interpretation of each of these dimensions of capacity in relation to the UNDP goal for gender mainstreaming: that UNDP works effectively within programme countries for women's advancement and gender equality. It then considers the factors that are already in place or have been tackled through the LCBs and capacity building programme, and the further issues that need to be tackled by the organization in order to build its capacity for gender mainstreaming.

As with the previous slide, this slide and the accompanying resource have been included in the Information Pack as they provide useful background to developing a country office gender mainstreaming strategy and for seeing it in a broader context.

There is now a large literature on the efforts and progress made (or not made) by development organizations to implement policies on gender equality. One study that looks at UNDP as well the ILO and the World Bank is available on-line: Shahra Razavi and Carol Miller, *Gender Mainstreaming: A Study of Efforts by the UNDP, the World Bank and the ILO to Institutionalize Gender Issues*. UNRISD Occasional Paper No. 4, 1995.

<http://www.unrisd.org/engindex/publ/list/opb/opb4/toc.htm#TopOfPage>.



See also the list of Internet and [other resources](#) in this Information Pack and in the [Information Pack on Gender Mainstreaming](#).



Also see the [Selected Online Resources](#) section in the [Information, Communications and Knowledge-Sharing Information Pack](#).

Resource 1 UNDP Guideline/Checklist on Mainstreaming Gender Equality



Guideline/Checklist
Mainstreaming Gender Equality Considerations
into UNDP Country Office Activities

The following Guideline/checklist can be used both as a guide to the activities that may be considered in order to mainstream gender equality considerations in UNDP country office activities and as a tool to assist in monitoring and reporting upon gender mainstreaming activities.

The Guideline/checklist is complementary to the *Guidance Note on Gender Mainstreaming* (UNDP 1997) and the Terms of Reference for the UNDP Country Office gender focal point function (UNDP 1998).

Programme

A. Country programming, including priority-setting.

1. Has relevant gender information, especially socio-economic information been identified and collated in such a way as to be included in country programming planning discussions?
2. Is background data/situation analyses disaggregated by age, sex and ethnic origin?
3. How far have gender specialists and representatives of women at all levels been consulted throughout the process?
4. How far have programming missions been briefed on gender issues?
5. Has attention been paid to the inclusion gender equality concerns in macro-economic and public administration programming in particular, including the linkages between micro, meso and macro levels of analysis and policy-making?

B. Project and programme formulation.

1. Have gender issues relevant to each project/programme, including gender impact and anticipated outcomes, been systematically identified, and updated as appropriate?
2. How far have UNDP staff members informed themselves substantively of the gender dimensions of the development problem(s) to be solved?
3. How far have individuals and women's NGOs with knowledge and experience of gender mainstreaming participated in project identification, formulation and appraisal?
4. Do the terms of reference of project/programme formulation missions reflect a requirement of relevant gender knowledge and experience?
5. Have women been consulted equally with men during the formulation process, especially female beneficiaries?
6. Have mission members been briefed on gender issues?

7. Has the proportion of TRAC allocated to the attainment the advancement of women been clearly indicated?
8. Have gender-related linkages with other projects and programmes been identified and incorporated in documentation?
9. Has all background information been disaggregated by age, sex, and ethnic origin?
10. Have relevant gender issues been raised at project appraisal meetings, ensuring discussion of the impact of the project on gender equality in the programme country?

C. Project and programme implementation

1. Have all possible steps been taken to ensure gender balance in project staff (including full briefing of UN Office of Project Services on gender balance priorities)?
2. Has gender balance in project training been ensured?
3. How far has gender balance among participants in all project meetings been attained?
4. Do UNDP staff raise relevant gender issues in project monitoring meetings and Tri-partite Review meetings?
5. Do Programme and Project Evaluation Reports (PPERs) reflect gender issues, and is all information disaggregated by sex?
6. Do programme staff include gender knowledge and experience as a requirement for all mission terms of reference?
7. Are all backstopping missions briefed on gender issues?
8. Do final project reports systematically identify gender gaps and gender-related project successes?
9. Do programme staff monitor project disbursements to ensure that inputs are used in such a way as to ensure equality of outcome for both women and men project/programme beneficiaries?

D. Gender sensitive project/programme evaluation.

1. Do evaluation mission terms of reference require relevant gender expertise and experience?
2. Are evaluation mission members briefed on relevant gender issues and provided with documentation?
3. Do programme staff review the draft evaluation report to ensure that gender-related omissions and successes in the project/programme are reflected?
4. Do programme staff understand and apply process indicators of success?

E. Policy advice and dialogue.

1. Is Country Office documentation reflecting UNDP core messages on gender equality issues and analysing local gender-related priorities available to contribute to policy dialogue?

2. Has all information used in policy dialogue been disaggregated by age, sex and ethnic origin?
3. Do UNDP staff participate actively in policy dialogue meetings as requested, raising gender equality concerns as appropriate?
4. Has a strong collaborative relationship with the Government regarding gender equality considerations been established, including with, but not limited to, the national machinery for the advancement of women?

F. Country Office resource mobilisation activities.

1. Has specific information on the gender equality policies of Government and donors been identified and shared, particularly in the context of follow-up to global conferences?
2. Is summary information on the gender dimensions of UNDP activities, systematically prepared and distributed as appropriate?
3. Are governments and donors informed on UNDP's core messages on gender equality?
4. Do all project/programme briefs and summaries reflect the relevant gender equality dimensions?
5. Do UNDP staff members actively interact with government and donor personnel, including gender equality dimensions appropriately in all discussions?

G. Country Office meetings of all kinds, and inter-agency and NGO meetings.

1. Are UNDP staff members consistently aware of the relevant gender issues when attending meetings of all kinds?
2. Do UNDP staff members consistently raise the relevant gender issues at meetings in a concise, effective and relevant manner?
3. Do UNDP staff members consistently support colleagues when they raise gender issues at meetings?
4. Do UNDP staff members, especially senior management, seek to ensure gender balance in all committees, sub-committees and decision-making fora?
5. Do UNDP staff members systematically network and get briefed on gender equality issues prior to a key meeting in order to facilitate the positive outcome of the meeting with regard to these issues?
6. Do official responsibilities at meetings (chair, agenda setting, minutes, rapporteur) rotate among staff on a systematic basis?

H. Gender training and briefing sessions for Country Office staff.

1. Have the needs of UNDP staff members for training or information on gender mainstreaming been identified?
2. Have these needs been analysed so as to identify the most effective means of meeting them (training, briefing, weekly consultation, one-on-one discussion, etc.)?

3. Has training or capacity building been provided to meet these needs?
4. Have relevant documentation and training materials been identified and provided?
5. Is gender equality information systematically prepared and presented at meetings, in order to ensure productive discussion of gender issues and learning by participants?
6. Have appropriate monitoring mechanisms to measure the impact of training on improved performance been established?

I. UNDP-convened special events (workshops, seminars, press conferences, launchings, receptions, etc.)

1. Have gender equality priorities been reflected in the selection of topics and agendas for special events?
2. Are there consistent mechanisms in place to ensure that women and men participate equally in special events as speakers, chairpersons, decision-makers etc. and are equally consulted during preparations and follow-up?
3. Are all participants made aware of the gender dimensions of the special event, through background documentation, presentations, agenda-setting and through the discussions at the meeting?
4. Is the press routinely informed of the gender dimensions of UNDP special events?

J. Representation of UNDP gender equality activities in the public arena, especially in the local media.

1. Have contacts with members of the local press corps who are sympathetic to gender equality been systematically built up?
2. Has the press been fully briefed on UNDP's gender equality priorities and gender-related activities?
3. Has a briefing note or brochure on the Country Offices gender mainstreaming priorities and activities been prepared and distributed to the press?

Administration

K. Gender balance in Country Office and in programme/project national staff recruitment.

1. Do the terms of reference for all posts include require gender sensitivity and/or gender expertise?
2. Do all staffing advertisements indicate that UNDP is an equal opportunity employer?
3. Do recruitment, promotion and Management Review Group meetings, and the training committee, include the appropriate gender concerns in their discussions, especially with regard to the career development and promotion of female staff members?

L. Gender equality in Country Office administration budget allocations.

1. Does the annual Country Office budget exercise take into account the relevant gender equality considerations in planning for staff training, both with regard to gender balance among staff trained, and the substantive content of training provided?
2. Are gender equality issues taken into account in local procurement of goods and services? Examples include: procuring only from firms that practice gender equality, that apply ILO conventions with regard to the employment of women and children, that have maternity leave policies in place or provide crèches for their employees?
3. Do DSS disbursements, and those of other facilities controlled by the Resident Representative/Resident Co-ordinator, reflect gender equality and gender balance in terms of both issues supported and the consultants recruited?

Resource 2 Gender Mainstreaming Assessment Tool UNDP Country Offices

Gender Mainstreaming Assessment Tool UNDP Country Offices

COUNTRY OFFICE: _____

This document is designed for creating a baseline assessment of the gender mainstreaming capacity of a Country Office. Space is provided for review on a semi-annual basis. Please refer to the response key provided below, combining responses from both columns when appropriate (e.g., Y, FW or Y, NF).

Response key

Y=Yes
N = No
ID = In Development
UA=Unable to answer

F = Functioning
FW = Functioning Well
NF = Not Functioning

		Current Status	12/99	06/00	12/00	06/01	12/01	01/02
A	1	Policy Document on Gender Mainstreaming at CO exists.						
	2	Gender Mainstreaming Policy is operational.						
	3	Strategy document on Gender Mainstreaming at CO exists.						
	4	Gender Mainstreaming Strategy is operational.						
	5	Advisory Group on Gender Mainstreaming is active (task force, steering committee, etc.).						
	6	Linkage between CO and Regional Bureau Focal Point is strong.						
	7	Staff as a whole are familiar with the provisions of the following documents: a) UNDP Gender Balance in Management Policy; b) UNDP Direct Line 11; c) UNDP Guidance Note on Gender Mainstreaming; d) Beijing Platform for Action; e) Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).						

		Current Status	12/99	06/00	12/00	06/01	12/01	01/00
B	1	Senior management are aware of UNDP's gender priorities and strategies.						
	2	Professional staff are aware of UNDP's gender priorities and strategies.						
	3	Responsibility for gender mainstreaming is shared by all staff.						

Programming

C	1	Gender-disaggregated are included in situation analyses and programming documentation prepared by or for the CO (CSN, CCF, PPN).						
	2	Gender issues linked to the available data are highlighted and addressed in discussions of the documents.						
	3	Gender aspects of project/programme activities are included in the agendas of TPRs and other review meetings.						
	4	Staff are regularly briefed on gender- matters.						
	5	Staff are proactive in identifying opportunities for gender mainstreaming.						
	6	A monitoring system is in place for ensuring the implementation of gender mainstreaming across country office activities.						

Resource Allocation *For the following four items please indicate a percentage.*

D	1	% of CO core resources allocated to GM in previous year.						
	2	% of CO core resources disbursed on GM in previous year.						
	3	% of CO non-core resources allocated to GM in previous year.						
	4	% of CO non-core resources disbursed on GM in previous year.						

External Relations

E	1	Senior management are aware of gender priorities and strategies of development partners, particularly donors.						
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		Current Status	12/99	06/00	12/00	06/01	12/01	01/02
2	Professional staff are aware of gender priorities and strategies of development partners, particularly donors.							
3	Senior management pursue gender mainstreaming initiatives with donors, presenting gender-related data as proposal support.							
4	Gender goals of UNDP and development partners are regularly discussed at inter-agency meetings.							
5	UNDP and development partners undertake joint action on gender issues.							
6	CO staff attending meetings with government officials raise gender issues relevant to meeting topics.							
7	CO staff attending meetings with NGO colleagues raise gender issues relevant to meeting topics.							
8	Local media are made aware of UNDP's gender goals and priorities.							
9	Local media are made aware of the CO's gender activities.							

Staff Recruitment and Development

F 1	All CO staff TOR include gender mainstreaming as a component.							
2	All mission TOR include gender mainstreaming as a component.							
3	CO staff receive phased training in gender mainstreaming.							
4	CO meetings are conducted in a democratic and consultative manner.							
6	Meeting tasks rotate (chair, minute-taking, time-keeping).							
7	Men and women are equally heard at meetings.							

Resource 3 Gender Mainstreaming Action Planning Tool UNDP Country Offices

Gender Mainstreaming Action Planning Tool UNDP Country Offices

COUNTRY OFFICE _____

This document is designed to build upon the analysis undertaken in the Country Office Gender Mainstreaming Assessment Tool (GMAT). When stating a planned action, it may be useful to refer to another document which outlines the action more fully. Taken together, the actions indicated on this form comprise the basic elements of a Country Office Gender Mainstreaming Strategy.

General		Target date	Planned Action
A 1	Policy Document on Gender Mainstreaming at CO exists.		
2	Gender Mainstreaming Policy is operational.		
3	Strategy document on Gender Mainstreaming at CO exists.		
4	Gender Mainstreaming Strategy is operational.		
5	Advisory Group on Gender Mainstreaming is active (task force, steering committee, etc.).		
6	Linkage between CO and Regional Bureau Focal Point is strong.		

		Target Date	Planned Action
7	<p>Staff as a whole are familiar with the provisions</p> <p>Of the following documents:</p> <p>a) UNDP Gender Balance in Management Policy;</p> <p>b) UNDP Direct Line 11;</p> <p>c) UNDP Guidance Note on Gender Mainstreaming;</p> <p>d) Beijing Platform for Action;</p> <p>e) Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).</p>		
B 1	Senior management are aware of UNDP's gender priorities and strategies.		
2	Professional staff are aware of UNDP's gender priorities and strategies.		
3	Responsibility for gender mainstreaming is shared by all staff.		

Programming

C 1	Gender-disaggregated are included in situation analyses and programming documentation prepared by or for the CO (CSN, CCF, PPN).		
2	Gender issues linked to the available data are highlighted and addressed in discussions of the documents.		

3	Gender aspects of project/programme activities are included in the agendas of TPRs and other review meetings.		
4	Staff are regularly briefed on gender-related matters.		
5	Staff are proactive in identifying opportunities for gender mainstreaming.		
6	A monitoring system is in place for ensuring the implementation of gender mainstreaming across country office activities.		

Resource Allocation

For the following four items, please indicate a percentage.

Target Date

Planned Action

D 1	% of CO core resources allocated to GM in previous year.		
2	% of CO core resources disbursed on GM in previous year.		
3	% of CO non-core resources allocated to GM in previous year.		
4	% of CO non-core resources disbursed on GM in previous year.		

External Relations

E 1	Senior management are aware of gender priorities and strategies of development partners, particularly donors.		
2	Professional staff are aware of gender priorities and strategies of development partners, particularly donors.		
3	Senior management pursue gender mainstreaming initiatives with donors, presenting gender-related data as proposal support.		

4	Gender goals of UNDP and development partners are regularly discussed at inter-agency meetings.		
5	UNDP and development partners undertake joint action on gender issues.		
6	CO staff attending meetings with government officials raise gender issues relevant to meeting topics.		
7	CO staff attending meetings with NGO colleagues raise gender issues relevant to meeting topics.		
8	Local media are made aware of UNDP's gender goals and priorities.		
9	Local media are made aware of the CO's gender activities.		

Staff Recruitment and Development

F 1	All CO staff TOR include gender mainstreaming as a component.		
2	All mission TOR include gender mainstreaming as a component.		
3	CO staff receive phased training in gender mainstreaming.		
4	CO meetings are conducted in a democratic and consultative manner.		
6	Meeting tasks rotate (chair, minute-taking, time-keeping).		
7	Men and women are equally heard at meetings.		

Resource 4 Some background reference points for starting to draft strategies

Quoted from: *Some Background Reference Points for Starting to Draft Strategies: LCB for UNVs and Gender Focal Points* (Santo Domingo, May, 1998).

The following reference points serve as a starting point on the task of working with partners to develop a country office gender mainstreaming draft strategy. Before developing a strategy, relevant elements of the National and International context should be renewed together with the organizational tools and instruments. Examples of each of these are set out below.

NATIONAL CONTEXTS

- National Development Plan, top priorities, context for mainstreaming
- National Plan of Action for the Advancement of Women, and the CEDAW commitments, reports, status
- National policies related to gender and women's equality, other sectors and including other commitments, nationally and internationally
- National Human Development Reports
- Strategies and Plans of the Ministry or Unit responsible for women's equality, programme in place.

INTERNATIONAL CONTEXT

- Global Human Development Reports, especially 1995 and gender dimensions of all.
- Beijing Declaration and the Platform for Action
- International Conference and Commitments, 1990's-all; Cairo, Copenhagen, Rio, Beijing, Vienna
- Upcoming events of international conferences "plus five" – being planned, opportunities to link strategies to mainstream activity

CORPORATE INSTRUMENTS

- Country Cooperation Frameworks (CCF's)
- Country Programme Advisory Notes and Programme Documents
- UNDAF in countries where the system-wide coordination is underway
- Mandate and policy guidelines on sustainable human development
- Guidance note on gender mainstreaming, and Direct Line 11
- ECOSOC and UNDP definitions of gender mainstreaming as the approach to implement commitments on women's advancement
- Direct Line 18, on human rights and a rights-based approach
- Gender balance in Management Policy
- The Compacts, for regions with these
- Mid-Term Review Processes, for the programme as well as projects
- SRFs/ROAR

Resource 5 “Five-point strategy for accelerating progress”

Extracts from: *Human Development Report 1995*, “Overview: The Revolution for gender equality.” New York: Oxford University Press, 1995. The text of the Overview (as well as highlights from the report) is available on-line: <http://www.undp.org/hdro/e95over.htm>. (Also available in French and Spanish. see: <http://www.undp.org/hdro/95.htm>)

FIVE-POINT STRATEGY FOR ACCELERATING PROGRESS

The revolution towards gender equality must be propelled by a proactive strategy for accelerating progress

“Engendering the development paradigm involves radical change in the long-standing premises for social, economic and political life. And the free workings of economic and political processes are unlikely to deliver equality of opportunity, because of the prevailing inequities in power structures. When such structural barriers exist, government intervention is necessary-both through comprehensive reforms and through a series of affirmative actions.

“Each nation will need to adopt its own agenda for overcoming to equal rights. This Report identifies a five-point strategy accelerating progress.

“1. National and international efforts must be mobilized to win legal within a defined period-say, the next ten years. To achieve objective, the international community will need to move on fronts:”

including:

- a campaign for unconditional ratification of CEDAW
- monitoring of CEDAW's implementation
- an international non-governmental organization-World Women's Watch-should be set up to prepare country-by-country reports on key aspects of legal discrimination and on progress towards gender-related targets fixed by national governments
- pools of legal professionals should be organized to offer legal advice for winning equality before the law.
- legal literacy campaigns to make women aware of their legal rights
- to facilitate women's access to legal systems, it may be desirable to set up legal ombudswomen at national and global levels.
- violence against women as a weapon of war should be declared a war crime, punishable by an international tribunal.

“2. Many economic and institutional arrangements may need revamping to extend more choices to women and men in the workplace. “

For example:

- encouraging men to participate in family care.
- flexible work schedules.
- expanding the concept of public services.
- changing tax and social security incentives.
- changing laws on property, inheritance and divorce.

“These changes cannot all originate from the state. Many will start from movements in civil society. And some must come from changes in the business community.”

“3. A critical 30% threshold should be regarded as a minimum share of decision-making positions held by women at the national level. Few countries have reached or even approached this target, recommended in 1990 by the UN Commission on the Status of Women.

“The Report recommends that each nation identify a firm timetable for crossing the 30% threshold in some key areas of decision-making. The 30% threshold should be regarded as a minimum target, not as the ultimate goal. But achieving this threshold would build considerable momentum for attaining complete equality.”

“4. Key programmes should embrace universal female education, improved reproductive health and more credit for women. These programmes can make a decisive difference in enabling women to gain more equitable access to economic and political opportunities.

“Analysis of experience shows that in three critical areas-access to education, reproductive health and credit resources-women face barriers that can be overcome only through determined policy action. As long as these barriers persist, women will not have equal access to opportunities and to the benefits of development.”

5. National and international efforts should target programmes that enable people, particularly women, to gain greater access to economic and political opportunities.

“Some elements in such a package:

“Basic social services for all. As endorsed by the Social Summit in Copenhagen, interested developing countries should move progressively towards earmarking at least 20% of their budgets-and interested donor nations 20% of their aid budgets- to human priority concerns, including basic education, primary health care, safe drinking water, family planning services and nutrition programmes for the most deprived people.

“Reproductive health care. Although primary health care and essential family planning services are already included in the 20:20 compact, they need to be supplemented by another \$5-10 billion to ensure reproductive health care services. These additional sums should be priority items in the enlarged effort.

“Credit for poor people. As argued above, access to credit is one of the key elements in empowering people and in enabling them to participate in market opportunities. Since formal credit institutions rarely lend to the poor, special institutional arrangements may become necessary to extend credit to those who have no collateral to offer but their enterprise.

“Sustainable livelihood for all. Remunerative employment opportunities are the key to the attack on poverty. But not all of them need to be in the formal, organized sectors of the economy. What is essential is to encourage self-employment schemes, microenterprises and opportunities for the poor to enter the market.

“Targeted programmes for poverty reduction. Poverty reduction requires an overall national strategy on many fronts. But it also demands some targeted programmes and affirmative action for the poorest groups-among them landless peasants, urban slum dwellers, deprived ethnic minorities, economically disenfranchised women.

“Capacity building and empowerment. Considerable decentralized capacity will have to be built in each country-in the public sector, in the private sector and among grass-roots organizations-so that disenfranchised groups can participate in designing and implementing the new projects and programmes.”

Resource 6 “Checklist of suggestive actions for gender mainstreaming”

Extract from:

Menon-Sen, Kalyani. *Moving from Policy to Practice: A*

Gender Mainstreaming Strategy for UNDP India. UNDP, October 1998. (pages 31-46)

This checklist is extracted from a longer document that is available on-line:
<http://www.undp.org.in/report/Gstrat/>.

There are three parts to the checklist:

- ▶ Strengthening the commitment to gender equality
- ▶ Engendering programmes
- ▶ Engendering the organisation

CHECKLIST OF SUGGESTIVE ACTIONS FOR GENDER MAINSTREAMING

STRENGTHENING THE COMMITMENT TO GENDER EQUALITY

GOAL

To ensure that every individual within the organisation understands the dimensions and implications of gender equality, and is enabled to contribute actively to achievement of gender equality goals.

WHAT NEEDS TO BE DONE

- ❑ **Every member of the organisation should have a basic grasp of the concept of gender and the rationale of gender mainstreaming in the context of the UNDP mandate and goals.**

HOW IT CAN BE DONE

- ❑ Perspective-building workshops for all staff and subsequently for smaller groups to understand UNDP mandates and goals in the context of UNDP 2001.
- ❑ Gender Focal Point to join task force for UNDP 2001 to ensure that gender mainstreaming is an integral part of change strategies.
- ❑ Collaborate with UNIFEM and inter-agency working group on gender to organise informal seminars on global gender issues and how they are being addressed by different UN agencies.
- ❑ Briefing folders on gender dimensions of CCF-I thematic areas to be prepared and regularly updated for use as reference material by programme divisions.

- **Opportunities should be created for individuals to examine and understand the implications of gender mainstreaming in their personal contexts.**
- A series of mini-retreats and reflection sessions on “Gender equality : what does it mean for me?” in small groups, first for men and women separately, and later for mixed groups.
- Setting up a chat site/bulletin board on intranet to share personal experiences, reactions and feedback on the mainstreaming process.
- A series of brown-bag lunch meetings to view and discuss films on women’s and men’s experiences of gender inequality .
- A series of occasional presentations by invited speakers to share personal experiences of empowerment.

Individuals should be supported in identifying and addressing personal areas of contradiction and conflict related to gender mainstreaming and other change processes under UNDP 2001.

The issue of gender equality often meets with professional resistance from both men and women in the organisation. Much of the resentment and anger which come to the surface are rooted in a perception of change as a chaotic churning up and destruction of the present order, rather than as a planned and systematic process. Helping people to visualize a place for themselves in the new order and resolve personal feelings and contradictions, is an important step in creating a consensus in favour of gender equality.

- UNDP 2001 Task Force to organise a workshop to share the proposed changes and their implications for individuals.
- Cell to be set up for counseling on career-related and personal issues.
- Support to individuals to enhance their skills and capacities and explore new professional areas.
- A regular system of participatory needs assessment to be set up, which will feed into capacity-building and skill development plans.
- UNWA to initiate quarterly conflict-resolution and problem-solving sessions for small groups of women.
- Individuals within the organisation who are role models, and who have demonstrated their commitment to gender equality , to be recognised and commended.

Senior management should demonstrate their commitment to gender mainstreaming.

- Ensuring a consistently high profile for the issue.
- Gender-neutral language to be used in meetings, official documents and correspondence.
- Nominations to committees, working groups and awards to be made so as to ensure gender balance.
- Emphasis on gender equality to be built into all interactions with government and other partners.

Women often put up with (and even laugh at) sexist jokes, because of their reluctance to “make a fuss” or their fear of being labeled “bad sports”. When the person making the joke is a senior manager, it is even more difficult to protest.

Many sexist jokes and remarks which are not explicitly sexual in content and which seem to be made without any desire to hurt are ignored in this way. Nevertheless, they are a good barometer of the prevailing culture in the organisation.

- ❑ Stating the non-negotiable nature of the UNDP commitment to gender equality unambiguously in all interactions with the media.
- ❑ Adequate briefing on gender-related issues to be mandatory before all meetings.
- ❑ Recognising and rewarding the outstanding contribution of individuals (particularly men) towards achieving gender equality .
- ❑ Avoiding and actively discouraging sexist language, jokes and comments.
- ❑ Providing support to the Gender Focal Point and ensuring adequate resources for gender mainstreaming activities.
- ❑ Pro-actively monitoring progress on gender mainstreaming.

Women’s voices and views should be heard in all organisational fora.

UNDP has adopted a strategy to ensure the appropriate inclusion of gender issues in major conferences, meetings and workshops. This has been tested effectively at headquarters and is recommended for programme countries. The strategy involves ensuring that 50% of chairpersons, panelists and participants at the meeting are women. In addition, there should be a specific item on the agenda to discuss relevant gender issues. Gender balance should be observed in the composition of the panel/speaker’s list of this session. This strategy has been shown to increase the chances that gender dimensions of each issue will be raised, and that they will be included in the report of the meeting.

- ❑ Making it mandatory to have equal representation of women in all management committees.
- ❑ Assuring equal representation of women in staff associations.
- ❑ Building women’s competence to participate in ‘public’ spaces by organising mock meetings, ‘post-mortem’ feedback sessions and women-only discussion groups on organisational issues.
- ❑ Setting up a process of pre-meeting consultation for women to identify and build consensus on critical issues.
- ❑ One-day workshops on leadership, advocacy, negotiation and overcoming resistance to be held for small groups of women.

ENGENDERING PROGRAMMES

GOAL

To ensure that all UNDP-supported programmes contribute to achievement of the long-term goals of women's empowerment and gender equality .

WHAT NEEDS TO BE DONE

Capacity-building for programme staff in order to enable them to carry out gender sensitive and gender-equitable programme planning and management.

Apart from structured training programmes, all field interactions are opportunities for learning. In large donor organisations, it is easy for programme staff to become inward-looking and distanced from the realities of the women and men their programmes seek to reach. One field visit is worth a hundred training programmes, in terms of the potential to change perceptions and attitudes. Creating opportunities for programme staff to meet women's groups who are addressing different issues, and to study the ways in which they have defined and strategised on gender equality , is important to break the "checklist approach to women's empowerment".

Developing a critical analysis of the gender intervention of one's own and other organisations is central to capacity-building as opposed to skill-development.

All programme-related documents (concept papers, programme support documents, sub-programme documents) should explicitly reflect values of gender equality .

Gender analysis is a methodology for understanding a situation from the differential standpoints of men and women, before deciding

HOW IT CAN BE DONE

- ❑ Structured training for all levels of project staff to equip them with basic concepts and tools for gender analysis and gendered project planning.
 - ❑ Exposure to existing approaches to, and experiences of women's empowerment through interaction with women's groups and NGOs.
 - ❑ Practice in use of gender tools through critical analyses of existing approaches and programmes in cross-sectoral workshops.
 - ❑ Cross-sectoral workshops to build conceptual clarity on gender issues specific to each of the CCF-I programme areas.
 - ❑ Sectoral workshops to develop gendered monitoring and evaluation frameworks for each of the CCF-I programme areas.
-
- ❑ Formulating clear and measurable goals and expected outcomes related to gender equality and women's empowerment, focusing on impacts rather than completion of activities.
 - ❑ Gender review of all documents to be mandatory during preparation and at pre-PAC and PAC stages.
-
- ❑ Gender-sensitivity and gender

what needs to be addressed and assessing different options.

Gender analysis does not imply a particular type of programme strategy. It could result in different types of recommendations.

- Changes in the concept, terms and conditions or delivery strategy of a mainstream programme.
- A women-focused component within a larger programme to address women's special needs or priorities.
- A women-specific intervention that addresses a particular aspect of women's exclusion from the mainstream.
- A separate sub-programme to experiment with innovations that may lead to revisions in the overall programme.
- A men-specific intervention that addresses men's role in achieving gender equality.

competence to form part of TORs of Consultants engaged to prepare programme and sub-programme documents.

- Where an appropriate person, who combines gender skills with subject specialisation cannot be found, a gender consultant to be part of the team working on the document.
- Accessing in-house gender expertise to assist in preparation of documents.
- Gender analysis and gender disaggregated baseline data to be included in all programme and sub-programme documents.

The sub-programme planning process should build in gender equality concerns.

Women-specific programmes are not necessarily inconsistent with a mainstreaming strategy. Programmes which help to create greater space for women's involvement in larger concerns, which build and strengthen autonomous women's organisations and which enhance women's capacities to influence the larger environment, can all advance mainstreaming strategies.

Women-only components within larger projects which address only women's practical needs and reinforce their position by leaving it unquestioned, are not consistent with a mainstreaming strategy. A sub-programme which responds to the "increased opportunities created by the trend of sub-contracting of jobs by small industries" by training women in the necessary skills, without addressing their rights as workers, actually reinforces their exclusion from the mainstream of

- A consultative and bottom-up process of project planning to be developed, with space for the participation of women who will be directly involved/affected.
- Involving representatives of women's groups and gender-sensitive NGOs in agenda-setting and prioritisation of issues, as well as in programme appraisal committees.
- Involving potential partners in sub-programme development and screening, through field visits and workshops.
- Creating space for representatives of sub-programme partners to participate in screening and sanction process at Standing Committees and Programme Monitoring Boards.
- Linking with other programme sections to identify and involve individuals/groups with appropriate gender equality perspectives and gender expertise as sub-programme partners.
- A section on possible impacts on women to be included in sub-programme formats.
- Sub-programme documents to be

industrial activity. In addition, it erodes their bargaining power and reduces the possibility of their coming together around common interests.

reviewed by external gender experts and gender-sensitive subject specialists wherever possible.

Monitoring and evaluation processes should be gendered.

Women's empowerment can become visible in changed behaviour and attitudes of both men and women.

Increase in women's self-confidence and self-esteem.

Greater visibility of women in public fora.

Greater recognition of class and caste inequalities and demand for equality .

Changes in division of responsibilities within the household/community, leading to reduction in the work burden of women.

Willingness to publicly discuss 'domestic' issues like violence and look for collective solutions.

Increase in age at marriage of girls and withdrawal of girls from the labour force.

Decreases in wage inequalities between women and men.

(Adapted from the UNICEF Gender Strategy)

- Toolkits and checklists for gender-sensitive monitoring and evaluation to be developed by programme sections and project teams, supported by consultants.
- Including gender-sensitivity and gender competence as a criterion for selection of consultants for monitoring and evaluation of ongoing programmes.
- Inclusion of at least one person with a specific brief for gender impact assessment to be mandatory for all monitoring and evaluation missions.
- Gender impact assessment to be made mandatory in TORs of evaluation and impact assessment missions.
- Building in funds for gender impact assessment into the project budget.
- Involving women's groups and women's NGOs in ongoing monitoring and impact assessment.
- Building indicators developed as part of State HDR projects, into monitoring of CCF-1 projects.
- Helping partners to identify and link with gender experts and resource persons with the necessary subject specialisation.
- Providing a platform for interactions and exchanges on gender issues between sub-programme partners.
- Documenting and disseminating successful experiences of women's empowerment.
- Helping sub-programme partners to access opportunities for gender training.

Sub-programme partners should be supported in translation of gender equality objectives in the field.

Sub-programme documents can say all the right things about gender equality , and distort them when it comes to translating equality into action in the field. For instance, a sub-programme document is built around people's empowerment through community organisations, which are then helped to take up development interventions of various kinds. Yet, during implementation, the biases of the implementing agency – dominated by men – resulted in a situation where women's strategic interests have been marginalized.

Interventions for women are primarily the formation of small savings groups and small income-generating activities, without addressing issues of women's control over economic resources. A case of rape was not taken up by the project staff on the plea that "these are not part of the project agenda". In effect, women's strategic issues have been excluded from the empowerment process.

- ❑ Hands-on support to partners in developing and applying gender-sensitive monitoring frameworks.
- ❑ Facilitating sharing and collective analyses of gender outcomes and impacts of sub-programmes, including the reasons for success or failure.

UNDP should facilitate the development of a perspective on gender equality among government partners.

A key bureaucrat, in charge of coordinating the gender training for civil servants in India, speaking of the 'extreme' nature and unsuitability of 'Western' notions of gender, said "Women are like rail tracks. They bear an enormous burden. But remember, if they move even an inch, there will be large-scale destruction. They must remain where they are if society is to be stable." Quoted by Vasanth Kannabiran in "Sharing the Fish-head: Gender Training in South Asia"

- ❑ Gender issues to be built into ongoing UNDP-supported capacity-building initiatives for government officials.
- ❑ Programme sections to initiate discussions on gender issues from the outset of negotiations with counterpart government departments on possible programmes/sub-programmes.
- ❑ UNDP representatives attending PMBs and Steering Committees to be adequately briefed on gender issues.
- ❑ Briefing notes and agenda papers for meetings with government to highlight gender dimensions.
- ❑ Government counterparts to be invited to join issue-based gender workshops.
- ❑ Linking with other UN agencies to collaborate in ongoing gender training of government personnel.
- ❑ Advocating involvement of women's organisations and gender advocates in policy dialogues.
- ❑ Advocating gendered approaches to public policy and planning.
- ❑ Supporting measures to build gender-disaggregated databases to feed into national planning.
- ❑ Advocating measures to engender the economic reforms process and developing methodologies to analyse the impact on women of economic restructuring.

UNDP should support efforts to facilitate the development of a perspective on gender equality and sustainable human development within the NGO sector.

The majority of Indian NGOs are managed and controlled by men. Interventions for women tend

- ❑ Collaborating with other UN agencies to provide a platform for debate and

to be focused on women's practical needs and emphasise "working for women" rather than autonomy and organisation. Women's empowerment is defined primarily in economic terms. Women in NGOs are concentrated at the field staff level or in "women's programmes".

Rules and procedures discriminate against women. The commonest reason cited by women for leaving the NGO sector is sexual harassment.

- discussions with women's groups and NGOs on the approaches and strategies of development agencies, and their impact on women.
- ❑ Organising thematic workshops with NGOs, women's groups, people's groups and government representatives, to explore the gender equality and SHD implications of current trends in national and international policy.
- ❑ Supporting the development of institutional capacity for gender equality in the NGO sector.

A pool of gender expertise should be developed within the organisation.

A committed and competent team of women employees can be a powerful force for change within organisations. They can function as a task force, meeting regularly to share and strategise across units. They can act as an informal pressure group within the organisation, and can innovate with and model a multi-sectoral and multi-disciplinary approach to programmatic gender issues.

- ❑ Identifying members of programme teams (both women and men) who have the potential to become in-house gender resource persons on specific issues.
- ❑ Initiating an intensive competence-building exercise for gender resource persons, including structured training, interactions with women's groups and NGOs, linkages with networks of gender trainers, support for focused skill-building and opportunities for practice.
- ❑ Encouraging and supporting gender resource persons in formal and informal exchanges with women's groups and networks on an ongoing basis.
- ❑ Supporting gender resource persons in initiating in-house questioning and debate on critical gender issues and approaches to women's empowerment.
- ❑ Making gender resource persons collectively responsible for steering and implementing activities for mainstreaming.

Existing gender expertise within the country should be accessed and supported.

The strong and vibrant women's movement in the

- ❑ Coordinating with other UN agencies, bilaterals, women's groups and NGOs to build up a national pool of gender experts with appropriate subject

country is a major resource for mainstreaming. Building strategic alliances with and drawing on the expertise of women activists and professionals can help to increase the acceptability of gender issues as well as enrich programme perspectives. The potential for influencing policy within the organisation as well as nationally is also enhanced.

Networking with the larger women's movement can also be a source of learning and inspiration for the women in the organisation.

specialisations, language skills and field experience.

- Working with UNIFEM to design and manage a gender resource website.
- Involving women's groups and identified gender experts in preparation and screening of programme and sub-programme documents and as resource persons in field consultations and training programmes.
- Bringing gender experts together to share experiences, brainstorm on perspectives and methodologies, and act as sounding boards for new ideas and approaches.
- Strategising jointly with women's groups and gender focal points in other UN agencies to influence policies and approaches from a gender equality perspective.

UNDP should facilitate information sharing and exchange on gender related issues between different actors in development.

- Setting up a "gender watch" website in collaboration with UNIFEM and the National Commission for Women, with regularly updated gender information and country gender profile.
- Collaborating with other UN agencies and government bodies to collect and disseminate information on SHD issues through existing NGO networks and newsletters.
- Information on gender mainstreaming to be included in the UNDP Internet home page.
- Initiate electronic networking between members of the Inter-Agency Working Group on Gender.
- Documenting and disseminating success stories and best practices.

Adequate resources should be allocated for women's empowerment and activities directed towards gender equality .

Resources are the bottom line. Many

- Set a time frame for meeting the target of 20% of TRAC resources for programmes specifically for women's empowerment.
- Ensuring that earmarking of resources

organisations set up gender units (usually under external pressure). A woman who is fairly junior in the organisation, with not much idea of what she is supposed to do, is appointed to head it. She has no other staff. Elaborate training programmes are planned, but no one can be spared to attend them and they are 'postponed'. Manuals are prepared but they are never printed or disseminated because 'funds are tight at the moment'. Similarly, programme documents have a long list of activities for women but a closer look at the fine print reveals that only half of what is planned is budgeted for. When funds are allocated for women, they are diverted to other heads midway through the year because 'the gender unit doesn't spend too much anyway'. Demands to earmark funds are countered with the argument that since gender is being mainstreamed, women are actually going to benefit from every penny spent.

A few years later, the unit is wound up because "it never did anything much".

- for women's empowerment programmes does not preclude gendered resource allocation in all other sub-programmes.
- ❑ A system of tracking resources to gender-related activities within all sub-programmes to be put in place.
 - ❑ Annual Programme Review format to include a section on resource allocations for women's empowerment.
 - ❑ Ensure gender focus in ongoing resource mobilisation activities.
 - ❑ Resource targets for women's empowerment to be indicated in Compacts.

ENGENDERING THE ORGANISATION

GOAL

To build an equitable, flexible and empowering organisation where both women and men are enabled to contribute to the articulation of a vision of development, and of acting to translate it into reality.

WHAT NEEDS TO BE DONE

Building a shared vision of the “new UNDP”.

Vision is an ‘umbrella’ concept, under which a number of other concepts are subsumed. It starts with the beliefs and philosophy that guide the organisation, and colour its policies and actions. A major cause of difficulty in trying to articulate a vision, is that the words used by different people to describe the guiding philosophy of the organisation are overlapping and mean different things to different people. One way of overcoming this difficulty and ensuring that everyone can contribute to building the vision, is for them to define it in terms of tangibles, perhaps by drawing a picture of the future as they would like to see it. Putting concepts into tangible and concrete images is the first step towards translating them into reality.

Ensuring gender balance in staffing.

Bringing about gender balance in an organisation does not imply lowering professional standards or getting rid of some of the men who are already working there. In practical terms, it means recruitment of women who meet the required professional criteria for different posts. It also means ensuring that women are not passed over for promotions, by giving preference to equally qualified and experienced women candidates.

Some organisations have found that the implementation of a gender balance policy has resulted in the criteria for appointment and promotion becoming more stringent (in order to make sure that incompetent women do not sneak

HOW IT CAN BE DONE

- ❑ UNDP 2001 Task Force to coordinate a one-day retreat for senior managers to articulate their collective vision of the “new gender-equitable, empowering UNDP”.
 - ❑ Vision to be shared on intranet, as a lead-up to a workshop with all staff to develop and affirm it collectively.
 - ❑ Setting up a bulletin board in the lobby and/or on the intranet, where people can pin up pictures or notes with their individual visions or depictions of the ‘new UNDP’.
 - ❑ All ongoing training and capacity-building inputs to be vetted to ensure that they are congruent with a framework of gender equality and empowerment.
-
- ❑ UNDP 2001 Task Force to carry out a review to prepare and share a gender profile of the organisation and develop a time-bound plan of action to achieve gender balance.
 - ❑ Fresh recruitments at all levels to be focused on achievement of gender balance.
 - ❑ Reviewing and restructuring all recruitment procedures (advertisements, job descriptions, interview procedure, assessment frameworks, weightages and selection criteria) in order to ensure that women are not marginalised or excluded.

in or move up the ladder!). As a result, the overall professional standards in the organisation are pushed up.

- As far as possible, keeping posts vacant until suitable women can be found to fill them.
- 'Headhunting' for sector specialists.
- Collaborating with the inter-agency working group on gender to develop a UN system gender profile and strategize jointly to achieve gender balance.
- Initiating exit interviews to focus attention on the reasons why women and men leave the organisation.

Rationalising procedures and systems and making them more gender-equitable.

In most organisations, men shape the unwritten definitions of what constitutes a "good" employee. Willingness to work after office hours, coming in to work on holidays and not taking too many days off are all considered indices of commitment and sincerity, and are commented on favourably by supervisors. Most often, men are able to demonstrate their commitment in these ways because the women in their families compensate. Women rush back from work as soon as they can, to get on with the cooking, housekeeping and children's homework. Women are also expected by their families to take leave when children and older people are ill. Most women are reluctant to come in to work on holidays because that is when they catch up on their housework.

It would be more gender equitable to look at work output and productivity during regular office hours as a criterion for assessment of performance.

- Gender review of all formats including those for performance appraisal and monitoring, to ensure that women's and men's different perceptions and priorities are reflected.
- Gender review of all management and procedural manuals, to ensure that gender biases in language and procedure are removed and gender issues are highlighted.
- Contracts and terms of reference to clearly define responsibilities and state specific expectations of performance with regard to gender equality .
- Performance appraisal criteria for in-house gender resource persons to include capacity-building and networking on gender issues, in addition to their other professional responsibilities.
- Include actions towards gender equality as a criterion for performance appraisal of all staff.
- A review of procedures and practices to be conducted to eliminate those which are felt to be unproductive and time-wasting, so as to free staff for learning and participating in the change process.
- Setting up a transparent mechanism for hearing and quick action on complaints of discrimination and harassment including sexual harassment, in accordance with UNDP guidelines.
- Developing and sharing norms for

transparent functioning

Building systems for collective functioning.

A decision is a commitment to action, but far too many decisions remain pious intentions. One reason is that we try to “sell” the decision rather than “market” it. In the West, we tend to make the decision fast, and then we start to sell it to the people in the organisation. That takes three years, and by the time the decision has been “bought”, it has become obsolete. Here we can learn from the Japanese. They build the implementation in before they take the decision. Everyone who will be affected by the decision – and especially everyone who will have to do something to carry it out – is asked to comment on the decision before it is made. This looks incredibly slow. But then the Japanese make the decision, and from the next day, everyone understands it and acts on it.
Peter Drucker. “Management of Non-Profit Organisations”. Heinemann. 1990.

Women’s and men’s family and parenting responsibilities should be supported.

When a provision for one month’s paternity leave was introduced in PROSHIKA, a Bangladesh NGO, the wives of some of the men who availed of this leave asked that it be withdrawn. “We have enough to do looking after the new baby and running the house”, they said. “If our husbands also take leave and sit around all day demanding tea and attention, it only adds to our burden. We’re better off if they are in office.”

- ❑ Sharing proposed major policy decisions on LAN and inviting reactions before finalisation.
- ❑ UNDP 2001 Task Force to organise regular staff meetings to share proposed plans of action and invite comments.
- ❑ Programme sections to involve all levels of staff in consultative processes for sub-programme development and preparation of work plans.
- ❑ Skills in collective functioning to be included in ongoing management training programmes.
- ❑ Involving individuals with divergent views in preparing briefs on issues for discussion at meetings.
- ❑ Building systems for information and communication, and ensuring that sharing of unnecessary and meaningless information is reduced.
- ❑ Programme sections to evolve ‘job enrichment’ plans, whereby people can take on more planning and control components of their present jobs.
- ❑ Reviewing and rationalising leave rules and introducing paternity leave for men on request from their wives.
- ❑ Liberalising maternity/paternity leave rules to allow leave to be taken in several phases if necessary.
- ❑ Introducing flexi-time for all staff.
- ❑ Exploring “working from home” as an option for one-parent families and parents with very young children.
- ❑ Setting up a play-group/activity centre for children too old for the creche but too young to stay at home alone after school.
- ❑ Setting up a small committee to study personnel policies of other agencies and suggest appropriate measures for UNDP.
- ❑ Involving spouses in discussions to evolve innovative personnel policies.

Reducing and restructuring hierarchies.

It may be only a coincidence, but the few working models we have of open, flexible and horizontal organisations all have a large number of women employees. The atmosphere in these groups is generally more informal, there is more delegation and consultation, more sensitivity to each other's personal needs, more communication and more fun. These differences are clearly visible when the women's group is a unit of a larger male-dominated organisation. In such cases, it is not unusual to find this group characterised as "unprofessional". Yet, these groups are no less productive than others in the same organisation. In a result-oriented framework, their productivity would be recognised as a direct result of their openness.

Staff Association to work with the UNDP 2001 Task Force to draw up an time-bound action plan for restructuring.

- ❑ Recommendations made earlier for elimination of the distinction between general and professional staff to be implemented on priority.
- ❑ Division chiefs to facilitate team building and practice collective decision-making and consultation within their divisions.
- ❑ All staff in a division to attend PACs and programme reviews by rotation.
- ❑ All staff to be given opportunities for travel and field exposure.
- ❑ Experimenting with teamwork across sections and across levels on key issues.
- ❑ Introducing peer review and review by junior team members as part of PAR exercise for professional staff and managers.
- ❑ Reorganising the office seating plan to facilitate horizontal communication.
- ❑ Using electronic communication as a backup for face-to-face interactions, rather than as a substitute.

Ensuring accountability.

Sara Longwe has coined the analogy of the "patriarchal cooking pot" to describe the way many organisations deal with gender issues. "A development agency is a complex cooking pot, on which the lid normally remains closed. The pot is filled with male bias, implicit in the agency's values, ideology, development approach, organisational systems and procedures. This is the pot into which gender policies are thrown. It is a strange patriarchal pot of much input and no output. Officially, the policy exists and the pot does not. But soon, the policy has evaporated, and what remains is the same pot."

Sara Longwe. "The Evaporation of Policies for Women's Advancement" in "A Commitment to the World's Women" UNIFEM. 1995.

- ❑ Developing performance indicators for achievement of mainstreaming goals, including programme outputs, staff performance and capacities, resource mobilisation and achievement of targets.
- ❑ Performance indicators to be used to establish gender baselines for each section.
- ❑ Sections to develop plans of action to achieve minimum targets for gender-related capacity-building and programming.
- ❑ Division chiefs to report progress on implementation of action plan at staff meetings.
- ❑ Progress on gender mainstreaming to be regularly reported to the Inter-Agency Committee on Women and Gender Equality and to RBAP.

Creating a more open environment.

- ❑ UNDP 2001 Task Force and Gender Focal Point to be empowered to directly monitor implementation of actions for change.

- ❑ Quarterly staff meetings to review change process.
- ❑ Setting up a box for feedback and suggestions. The contents of the box to be screened and planned responses shared at staff meetings by the concerned member of senior management.
- ❑ Senior management and division chiefs to ensure confidentiality, serious consideration and quick response to suggestions and feedback from staff.
- ❑ Senior managers to brainstorm on ways to increase sharing of information and views.
- ❑ Operations division to invite suggestions from staff on “loosening up the office”, and taking a vote on the three suggestions to be implemented immediately.
- ❑ Creating opportunities for informal interactions and having fun together.

Resource 7 Example of strategy considerations by a UNDP Division (MDGD)

Extracts from: **“Tracking gender mainstreaming in MDGD activities.” Management Development and Governance Division, UNDP, New York, 1998.**
Available in full on MDGD website:
<http://magnet.undp.org/Docs/Gender/TESTGEND.HTM>

Tracking the Capacity to Mainstream Gender in MDGD Activities

At the conceptual level, there are six basic elements, which together are seen to constitute the preconditions for mainstreaming considerations of gender as a critical variable in global governance programmes for sustainable human development.

1. Awareness of the Importance of Gender Issues for Good Governance

Gender awareness is the conscious knowledge that communities are not homogeneous, and that benefits from development programmes and national policies do not automatically accrue equally to all members and segments of society. In many cases, these inequalities are due to gender differences in the division of labour, responsibilities, and access to resources. Gender-aware policy makers and implementers consciously plan and implement development activities to take into account gender differences in access to resources.

2. Commitment to Addressing Gender Issues in the Division’s Activities

Senior management are the first center of responsibility to provide active leadership in implementing the UNDP commitment to gender equality. Gender awareness alone is not a sufficient condition for incorporating gender considerations into operational mechanisms. A conscious commitment to address gender issues is needed to bring about institutional changes within an organization. This commitment includes undertaking activities which increase the chances that benefits accrue as equally to men as women. Sensitivity to gender differences and how they affect gender equity would reflect on the level of commitment to mainstreaming gender in UNDP’s governance activities.

3. Capacity for Formulation of Gender-Focused Questions

A gender-informed professional will have the skills to formulate the right questions regarding the gender division of labour, rights, responsibilities and access to resources and to link gender-informed analytical questions and hypotheses to the objectives of governance for sustainable human development.

Incorporating gender-informed questions at the design stage can help UNDP’s Management Development and Governance Division (MDGD) to assess the usefulness and applicability of existing quantitative and qualitative information.

4. Capacity for Carrying out Gender Analysis

An analysis of sex-disaggregated data will provide MDGD with an informed set of alternatives on how to implement their programmes benefiting and allowing for participation by both women and men. Gender analysis can examine governance issues such as political representation and power, access to economic opportunities and employment, role in decision-making. Sex-disaggregated data is available for some activities, however, programme staff will need to analyze the

underlying reasons for the imbalances presented in this data. Accordingly programme staff can implement strategies to address these concerns.

It is important to remember that gender differences often influence a specific project's outcomes and formulation of appropriate questions helps to develop the right strategies. Gender specialists are required in the same way technical experts are needed to address technical issues in governance programmes.

5. Capacity for Applying the Findings of Gender Analysis to Global Governance Programmes

In order to be truly gender-informed, staff members at the sub-programme level need to have the capacity to apply major findings from gender analysis for establishing a programme aimed at sustainable human development. This would require skills to translate findings from gender analysis into operational terms as well as their reflection in action plans. For instance, MDGD activities can take into account gender-specific constraints in participation in political areas and devise strategies to cope with these constraints. A number of prerequisites could be set down such as establishing gender-specific targets for benefits, thereby reducing systemic gender biases and gender gaps.

6. Capacity for Systematic Monitoring and Evaluation of Gender-Specific Programme Impact

By being gender-informed, MDGD can ensure that its monitoring and evaluation system provides information disaggregated by sex (and other social variables), allowing it to determine differential results on the lives of men and women. Subsequently, activities can be adjusted according to information on how a programme is affecting men and women. M & E can also help to assess whether an activity is helping to reduce the gaps between benefits accruing to men and women. For example, the PACT programme can make an assessment on how men and women are being affected through its programme to help countries fight corruption.

Gender-sensitive reporting provides information to managers and decision-makers on the different ways programmes can affect men and women. This feedback is absorbed and reflected in subsequent initiatives, which meet men and women's needs more equitably. This allows for the building of a broad-based knowledge and know-how on which future interventions can take shape.

These elements described above, paired with a number of operational mechanisms constitute a tool which can be used to track staff capacity for gender mainstreaming. The checklist presented below provides basic guidance on the key steps in the process of institutionalizing gender considerations in global governance programmes and projects.

Note that:

MDGD has developed a number of tools that can be reviewed on their website. These may be useful for staff in other units and in country offices as they are concerned with general processes and are not specific to management and governance issues. See:

Tool A: Checklist to assess the capacity to mainstream gender in MDGD sub-programmes

Tool B: Checklist to track gender mainstreaming in subprogramme activities.

on the website: <http://magnet.undp.org/Docs/Gender/TESTGEND.HTM>

Resource 8 Example of a draft gender mainstreaming strategy by a UNDP country office (UNDP Vietnam)

COUNTRY OFFICE GENDER MAINSTREAMING DRAFT STRATEGIES

DRAFT MAINSTREAMING STRATEGY UNDP VIETNAM

Gender mainstreaming is the process for obtaining equality and equity in the workplace and workplan. As such this strategic document outlines the mechanisms to be used to facilitate this change. To attain real equality, change needs to occur on various levels in multiple ways.

Gender mainstreaming needs to:

- Includes both women and men in active change management
- Consider the internal and external influences on the work that occurs within the organization, i.e. from a national government policy perspective and from an internal organizational framework.

The Mainstreaming Strategy will:

- Develop and implement specific gender policies;
- Train staff to integrate gender analysis into all phases of the project cycle;
- Integrate substantive gender issues into all sections of the organization;
- Monitor Gender analysis within projects, and
- Support specific gender projects
- Encourage on going learning and awareness raising on gender issues within and outside of the organization.

1. DEVELOP AND IMPLEMENT SPECIFIC GENDER POLICIES

Policy already developed in terms of meeting a minimum of 30% women in all training activities (NEX Manual).

The process for developing new policy will begin from an international level using UNDP international policy and translating this to the Viet Nam context.

A. UNDP gender mainstreaming and implementation policy

- Distribution of international policy to all staff
- Hold a discussion seminar on this document, ensuring a minimum of one representative per unit. This will be a strategic planning/mapping workshop to set the direction for the Viet Nam office national strategy.
- Development of UNDP Viet Nam national mainstreaming policy
- National policy then distributed to all staff.

- Information seminar held on the content and strategies of the document.

B. UNDP/UNFPA Sexual Harassment Policy

- Distribution of international policy documents to all staff
- Seminar on sexual harassment issues and workshop on Vietnamese context. Outside facilitators to outline work already done in this area in Viet Nam.
- Development of UNDP Viet Nam national affirmative action policy
- National policy then distributed to all staff.
- Information seminar held on the content and strategies of the document.

2. TRAIN STAFF TO INTEGRATE GENDER ANALYSIS INTO ALL PHASES OF THE PROJECT CYCLE

The UNDP Viet Nam office has produced a discussion paper on Gender Training in Viet Nam which has guided its work over the past five years.

Gender analysis training courses were conducted for staff in November 1995 and October 1997. Most staff have been trained through these courses however there is a need for another course for new staff.

More advanced unit/sector specific training can then be conducted.

3. INTEGRATE SUBSTANTIVE GENDER ISSUES INTO ALL SECTIONS OF THE ORGANIZATION

This will involve strategic action planning meetings for units to identify major gender issues within their work and develop strategies to cater to these issues. The half day workshops will focus on the following areas of UNDP:

- Office of the Resident Representative (integrating gender issues and planning throughout the national program)
- Personnel (affirmative action, gender analysis, family friendly policy)
- Growth and governance (integrating gender issues throughout projects)
- Social Development (integrating gender issues throughout projects)
- Environment (integrating gender issues throughout projects)
- Public Information (representation of gender in publications)
- UNV (gender representation and integration of substantive issues)
- Fellowships (representation and baseline data on sex segregation)

These half day workshops will develop ideas for improvement and areas where additional skills/knowledge may be needed. Key staff in the units will then work with the Gender Specialist and Focal Point in developing a program for their unit. Their programme, complete with strategies and timelines, will then be presented back to the unit for discussion and agreement. A focal point in each unit and the Gender Specialist will then be responsible for the implementation of the programme.

4. MONITOR GENDER ANALYSIS WITHIN PROJECTS

Initial strategies for this have included:

- Gender specialist to accompany formulation missions to ensure gender integrated throughout design (e.g. entrepreneurship and aquaculture projects);
- Development of Gender and Development Briefing Kit provided to all consultants working on UNDP projects.
- Project teams to meet with Gender Specialist and /or Focal Point to discuss gender issues within their project.
- All project documents to be viewed with comments provided by the Gender Specialist/Focal Point.

These strategies have been highly successful but they have also been extremely labour intensive for the Gender Specialist and Focal Point. Future strategies will be linked to the development of specific gender skills within each unit so that this focal point can undertake ongoing work for gender monitoring. Identification of a gender focal point within each unit is articulated in the strategy above. These focal points will receive training in monitoring documents and briefing consultant. These focal points will also be responsible for training colleagues, so that eventually each staff member is able to fulfill gender monitoring at all stages of the project cycle.

5. SPECIFIC GENDER FOCUSED PROJECTS

Future strategies should be to target a men's project aimed at decreasing discrimination against women in the workplace and the home.

6. ENCOURAGE ONGOING LEARNING AND AWARENESS RAISING ON GENDER ISSUES WITHIN AND OUTSIDE THE ORGANIZATION

Within UNDP Viet Nam

Strategies include:

Gender Forums; seminars for staff on areas of interest relating to gender; alerting staff to information available on the internet and in the library; special staff awards for excellence in gender initiatives on gender mainstreaming;

Within UN Agency wide system in Viet Name

Integration of gender into UNDAF paper and practice; Holding regular monthly meetings for UN agency gender focal points and assist in developing program for mainstreaming; coordination of information network with UN agency focal points.

Outside the UN system in Viet Nam:

UNDP has been active in the 2 major outside forums on gender issues. This includes the Gender Donor Group (donors working in gender) and the NGO GAD Working Group. In the latter group the UNDP Gender Consultant has been active on work and life and sexual harassment issues. The strategy will be to continue this role.

A major awareness activity of UNDP Viet Nam is a poster competition for junior secondary school students throughout the country. The 'Future for Gender Equality' project is UNDP initiated, UN wide project with other donors. The Youth Union is implementing the project which was launched on International Women's Day 1998 and will close with an awards banquet on National Women's day 10 October 1998.

Resource 9 UNDP Terms of Reference for the Gender Focal Point Function

UNDP Country Office Gender Focal Point Function TERMS OF REFERENCE

Background

Since 1986, following the Nairobi Conference on Women, UNDP has had a system of gender focal points in all of its country offices¹. Each Resident Representative is requested to nominate two staff members to share this function: one in the senior management to ensure the consideration of gender issues in all policy, programme, administration and financial decision-making in the office, and one from the programme staff with operational responsibility to act as catalyst on gender issues. The gender focal point function is therefore a team function, comprising both management and operational dimensions.

If a gender focal point is seen as having sole responsibility for ensuring that gender issues are fully reflected in country office activities, gender mainstreaming by definition will not take place². Working in a gender-informed and gender-committed manner is the professional responsibility of all staff, and all must assume that responsibility, with the full and active support of management. The task of the gender focal point function is to provide support and guidance to colleagues, in the case of management, and act as catalyst and a clearinghouse on gender-related information in the case of the operational gender focal point.

The Resident Representative has ultimate responsibility and accountability for the extent of gender mainstreaming in country office activities and programming, as indicated in the *Guidance Note on Gender Mainstreaming* (UNDP, 1997). The kinds of activities that must be undertaken in order to fulfill this responsibility (together with the specific responsibilities of the Resident Coordinator) are set out in the *Guidance Note*.

Many country offices now have UNV Gender Specialists in addition to UNDP gender focal points. The precise division of labour between these two staff members is to be decided by the Resident Representative, based on local circumstances. As a rule of thumb the function of the gender specialist is to strengthen the gender dimensions of inter-agency activities, supporting the Resident Coordinator Function, and to provide specific support to the Beijing follow-up process, while the gender focal points retain the responsibility of mainstreaming gender considerations into UNDP activities.

UNV Gender Specialists are assigned to countries where there is no direct UNIFEM representation. Their responsibilities are intended to be directly supportive of UNIFEM activities. Care should be taken to identify points of synergy and complementarity between the UNDP and UNIFEM programmes, and establish an appropriate division of labour to achieve the shared goals of the two organisations.

Gender Mainstreaming

¹ Administrator's Memorandum 1996

² *Guidance Note on Gender Mainstreaming*. UNDP February 1997. Page 1

In July 1997 the Economic and Social Council of the General Assembly (ECOSOC)³, adopted gender mainstreaming as the methodology by which the entire United Nations system would work towards the advancement of women and gender equality goals⁴.

Gender mainstreaming is defined by UNDP as taking account of gender concerns in all policy, programme, administrative and financial activities, and in organisational procedures, in order to contribute to organisational change. Specifically it involves bringing the outcome of gender informed socio-economic and policy analysis into all the decision-making processes at all levels of the organisation. Gender mainstreaming therefore comprises two main processes:

1. being informed about the relevant gender issues; and
2. incorporating this information into the work of the organisation through policy advice, networking, advocacy and teamwork.

Based on this definition, it is clear that gender mainstreaming requires professional capacity in socio-economic and policy analysis, in advocacy and in decision-making, in various forms and combinations, as appropriate to the level of the staff member concerned. These are exactly the same capacities that are needed to mainstream any other thematic concern into UNDP activities. However, in the case of a Gender Focal Point, the capacity for socio-economic analysis must be specifically for gendered analysis, and skill development in this area must be provided if necessary.

Gender Focal Point Responsibilities

General

It is suggested that the gender focal points take a lead role in preparing the following documents:

1. A Gender Mainstreaming Strategy document; *setting out policy and strategy to guide country office staff, and as an instrument for resource mobilisation.*
2. A Gender Mainstreaming Briefing Kit; *For the orientation of new arrivals and missions. Indicates sources of gender related information and key contacts in the country.*
3. A national gender profile. *An analysis of the social, economic, political and cultural structure of the country from a gender perspective, as a basic resource for all programming activities.*

In addition, gender focal points should work with local NGOs and experts to ensure that the National Human Development Report reflects a gender perspective in each chapter, and also includes a chapter giving the overall picture with regard to gender relations and the rights of women in the country concerned. The national gender profile would be an important input to a gender-sensitive national Human Development Report.

UNDP has adopted a strategy to ensure the appropriate inclusion of gender issues in major conferences, meetings and workshops. This has been tested effectively at headquarters, and is

³ ECOSOC Reference

⁴ Further information on tools and methods for gender mainstreaming may be obtained from the GIDP *Information Pack on Gender Mainstreaming*.

recommended for programme countries. The strategy involves ensuring that fifty percent of chairpersons, panelists and participants at the meeting are women. In addition, there should be a specific item on the agenda to discuss relevant gender issues. Gender balance should be observed in the composition of the panel/speaker's list of this session. This strategy has been shown to increase the chances that gender dimensions of each discussion will be raised, and that they will be included in the report of the meeting⁵.

The Gender in Development Programme has developed a Guideline/checklist on the actions that may be required to mainstream gender considerations throughout country office activities. This can be used to monitor the extent of gender mainstreaming in the country office. This guideline is also given as an appendix to the *Guidance Note on Gender Mainstreaming*.

Responsibilities of the Management Gender Focal Point

The specific responsibilities of the management gender focal point include:

Programme

- ensure that gender issues are raised appropriately and with force in policy dialogue with Governments. Here new developments in the gender implications of economic modeling and planning may be especially useful;
- take a lead in promoting inter-agency dialogue on gender equality themes, especially as an opportunity for joint advocacy activities;
- promote and advocate gender equality through speaking at meetings and inaugurations, in senior-level contacts of all kinds, press encounters, mission briefings, etc.;
- ensure that the gender equality dimensions of UNDP activity are consistently included in all periodic reports, including the quarterly Resident Representative report and the Resident Coordinator Report;
- ensure that women are consulted equally with men in setting country programming priorities;
- ensure team-work and appropriate division of labour between UNIFEM and UNDP staff, in accordance with local priorities;
- make clear to all project and programme managers their accountability with regard to gender mainstreaming, providing appropriate guidance if necessary, and the expectation that this accountability will be exercised. Make it clear that projects and

⁵ A strategy to achieve gender balance should involve an incremental approach, setting targets which take the situation closer and closer to full equality. The ultimate objective is the equal (i.e. 50:50) involvement in dialogue and decision making of women and men. However, a lower target may initially be more strategically appropriate, and it has been found that one third participation of women in meetings and conferences provides a critical mass which ensures that any distinctive view that they may have can be put with sufficient vigour. This is a challenging area of activity to which there is often much opposition, a fact which signifies its importance. Even where targets are not fully achieved, discussion around this issue can be a significant vehicle for advocacy.

programmes must be implemented in a gender-sensitive manner even if these issues are not specifically mentioned in project documentation;

- ensure that the gender dimensions of each project are discussed at monitoring visits, tri-partite review meetings and evaluations, and included in all project and programme reports even where this issue is not included in the agenda, or in reporting forms;
- insist upon gender balance in all training, workshops, conferences and seminars supported by UNDP.

Office Management

- take a lead in ensuring gender-informed decision-making within the country office;
- in addition, seek to ensure that women take part in decision-making equally with men. Where there is no gender balance among the decision-making group explore creative ways to ensure that the views of both women and men are taken into account in decisions;
- appoint an operational gender focal point with the capabilities and commitment to undertake the responsibilities of the assignment effectively, and encourage programme and project managers to do the same;
- provide staff members with active guidance and support, including capacity development where this is needed;
- recognise that the responsibilities of a gender focal point require extensive networking, and support the staff-member in this aspect of the task;
- require all staff members to mainstream gender considerations into their work: if necessary identify the necessary external expertise to ensure that this takes place, and to build the capacity of UNDP staff;
- contribute to the sustained establishment of a working environment in the country office and all UNDP-funded programme and project offices that promotes mutual respect, support and creativity among the staff, and eliminates fear and intimidation as management tools;
- in particular, be alert to the fact that it may be more difficult for female staff to voice their views freely in meetings and other fora, and provide active encouragement and support to the elimination of any barriers that may inhibit the attainment of their full professional potential;
- be fully aware of UNDP policy with regard to sexual harassment, and management responsibility in this areas, pro-actively ensuring that the country office and all UNDP-funded programmes and projects are completely free from sexual harassment of all kinds, whether expressed towards staff or project beneficiaries or members of the general public;
- ensure that gender considerations are reflected in inter-agency coordination matters, such as staff transport, crèche and nursing facilities and flexitime;
- review gender dimensions of staff performance, especially management staff, in the PAR process, including the MRG;

- encourage a strong staff association, and dialogue regularly with it, specifically ensuring that differences in the views and priorities of male and female staff are identified and addressed;
- set appropriate targets to achieve gender balance in all categories of staff, recognising that an incremental approach, if actively and consistently applied, will in most cases be the most appropriate;
- review the country office administrative budget from the perspective of the impact of local disbursements on gender equality - for example in the recruitment of local consultants, and in procurement from companies that practice gender equality and observe international conventions regarding women's employment;

Responsibilities of the Operational Gender Focal Point

- analyse, collect and disseminate information on gender relations in the country;
- act as catalyst to colleagues as they include gender considerations in their own work. In particular seek to support colleagues before they go to meetings, identifying the gender issues that could usefully be raised. (NB. It is not the responsibility of the gender focal point to review all programme documents for their gender sensitivity: this is the task of the programme officer concerned. However, the Gender Focal Point should be able to provide information, offer guidance on the relevant gender analysis and suggest contacts or consultants who could help).
- network actively to build close professional relationships with all gender focal points in the development assistance community, and, most importantly, with local organisations of women, ideally on the basis of regular systematic meetings;
- identify means to support the formation and strengthening of national networks of women's organisations;
- maintain a roster of regional and national consultants who can provide gender-sensitive expertise on a range of topics to the country office;
- be fully informed as to the gender equality policies and strategies of all members of the development community, and ensure that management is fully informed on these to facilitate policy dialogue and resource mobilisation;
- provide management and colleagues with briefings as appropriate (either written or verbal) on gender-relevant matters in the programme country;
- ensure that UNDP speakers at events such as document launchings, workshop openings, receptions and press conferences are aware of any gender equality points that should be raised;
- ensure that the press corps is regularly provided with concrete stories on how UNDP is supporting the issue of gender equality in national life. Work closely with UN communications/information personnel to encourage dissemination of such information;
- network actively (by electronic means, and to the extent possible at regional and global meetings) with other country office gender focal points, and with headquarters;

Resource 10 Mainstreaming gender: suggestions & ideas for gender focal points

From the GIDP website: http://www.undp.org/gender/capacity/gm_tips.html

MAINSTREAMING GENDER: SOME SUGGESTIONS & IDEAS

The following is a collection of various general "tips" for mainstreaming that were highlighted during the, Consultation, Briefing Meeting in Santo Domingo May 1998). While they may be captured elsewhere, we it would be helpful to consolidate them into one list. We hope you will find this useful. Please of this as a working document and share any additions comments you may have.

1. Have a good knowledge of the socio-economic context in you are working.
2. Be aware of the political context of your work environment work strategically.
3. Continually refer to the three main levels of gender mainstreaming: a) Have women and men been consulted? b) How many women versus men are involved in the-making processes? c) What is the likely impact on and men (on gender equality goals)?
4. Keep in mind that training assumes many different forms, as one-on-one discussions with colleagues.
5. Use and cite the agency-wide mandate for gender.
6. Draw on regional plans of actions and conventions.
7. In addition to the global conferences and conventions focusing specifically on women, refer to the ways in which conferences, such as on the Population and, have also mandated gender mainstreaming.
8. Focus on the key people and key processes in order to gender in the project cycle.
9. Publicise the gender mainstreaming strategy.
10. Actively involve beneficiaries and government in project formulation. Speak with them in order include their perspective in gender mainstreaming.
11. In mainstreaming gender into documents, draft and the language you want in the document. A verbal is less likely to make it into the text.
12. Create briefing kits by thematic area for the different of your office.
13. Find out about the availability of national data.
14. Get in the loop re: what people are using/what's with gender indicators.
15. Have direct contact with data producers. Communicate data needs and your input on data collection methods. Include a data producer on your project team.
16. When you use indicators, don't forget to present the statistics in visual form, such as a pie chart.
17. Build your gender networks.
18. Keep a running list of resources relating to gender for your office's reference and for sharing with regional colleagues.

19. Keep a running list of consultants/resource people for gender mainstreaming for your office's reference and for with regional colleagues.
20. Network with your regional colleagues, including your UNIFEM Regional Advisor. View one another as resources.
21. Keep in mind the importance of the consultation process in fostering a sense of ownership and commitment.
22. Think of creative ways to promote gender mainstreaming. Assume a marketing perspective.

Resource 11 Further suggestions for gender focal points

From discussions during the Learning, Consultation Briefings, 1998-99.

- You can't get involved in every little thing. Use your strategy, the process of developing it, to be strategic in your focus and use of time as well. Build the partnership as much as possible, maintaining a clear division of labour as you work towards shared goals.
- Being prepared, being informed, being seen to be current with developments and capable of doing the job are all things on which you'll be regularly "tested", if not formally, informally. Competence is one of your most convincing approaches, along with the confidence of knowing that you have knowledge and skills the system needs.
- Use regular reporting to highlight the things you set out to do and accomplished, as part of the system-wide change process -- even if the reporting formats don't ask for it. Celebrate, circulate, what you are part of while in the loop.
- Regular reporting to each other, in the sense of sharing with each other and using each other to be accountable as well as supportive, may be more useful than trying to use formal reporting channels. Regular information notes and notices to GIDP for Gender Beat, to each other, may evolve into communication channels that directly meet your needs, and have nothing to do with what the agencies need.
- Over-all, strengthened reporting requirements at the management level will increase the weight given to gender mainstreaming. Short nuggets of information, policy information, updates on indices, intersections with specific country priorities coming up for renegotiation at a Mid-Term Review; a briefing on the status of the country's reporting on CEDAW and Beijing PFA; a proposal for preparation of a briefing and orientation kit on gender as part of the country office strategy directed to all consultants and advisors including on mission or an update on the situation of the national women's equality machinery. Making your Res. Rep. and colleagues in cross-thematic areas look good by being able to nudge them in the necessary direction to take up their shared responsibility (without being "the gender police") will positively reflect in how you are judged and evaluated.

"You will be judged by how useful you are to the Resident Coordinator, and he or she will be judged by how much they enabled you to do your job."

Resource 12 Recognizing and responding to resistance

Adapted from: *DAC Source Book on Concepts and Approaches Linked to Gender Equality*. Paris: OECD/DAC 1998. Available on-line: <http://www.oecd.org/dac/Gender/htm/sourcebook.htm>

Recognizing and responding to resistance		
Building more equal gender relations is a slow process. There is a need to understand and come to terms with the numerous forms of resistance that are mobilized against change. Resistance can be conscious or unconscious, it can take place at various levels (personal and bureaucratic) and can come from women as well as men.		
	Forms of resistance	Countering resistance
Denial	Stating that gender equality is not a concern for the country (or region, or community), or that a particular program does not discriminate against women.	Present sound empirical evidence (statistics, oral histories, research) that documents gender disparities and discriminatory practices.
Speaking on behalf of "women"	Generalizing one or two experiences into a broad statement about all women, or presuming that own experience justifies a statement about "what women want" or need (generally ignoring the fact that women are not a homogenous group).	Find research that provides a more reliable perspective. Demonstrate the need for an understanding of the specific situation and promote the use of gender-sensitive participatory methods, dialogue with women's organisations, etc.
Token action	Acknowledging that something should be done, but selecting an action that can only have limited impact (a small add-on project or project component) or focusing on women's participation in a project activity (rather than the project's impact on gender equality).	Shift attention to the results of the initiative. Ask questions about how the project will change the way in which the partner serves its public – is there an opportunity in the project to improve services to women or impacts on gender equality?
Lip service	Acknowledging the issues at the level of rhetoric but failing to take meaningful action.	Build gender equality into the results and monitoring framework.
Misconstrued mainstreaming	Stating that a mainstreaming strategy has been adopted and therefore no specific programme for women are required ("women participate, or are welcome to participate in all aspects of the programme.")	Explain that the mainstreaming strategy was adopted because mainstream programmes tended to bypass women – and they will continue to do so unless these programmes are designed to include and reach women. A mainstreaming strategy does not preclude specific measures for women – indeed these are required because of continuing gender disparities.
Commissioning a study	Delaying decisions by setting up a study to provide more information (often in the hope that the need to address the issue will disappear with the delay).	While research may be required, this does not mean that all action should be postponed. Propose action research, or preliminary action based on what is already known, or a pilot project to explore the issue.
Compartmentalization	Referring all matters concerning women or equality to the persons officially responsible for "women's development."	Make a concrete case about the relevance of gender equality issues to the mainstream of the agency's work or to this specific project.
Appointing a token woman	Resolving the need to act by appointing a woman to a committee or a decision-making process	If you encounter a "token woman" in a meeting, join with her in identifying and pursuing gender issues and encourage others to participate. Or If you are the token woman, look for allies.
Adapted from <i>DAC Sourcebook on Concepts and Approaches Linked to Gender Equality</i> (1998). This draws on the work of Sara Longwe on resistance. See Sara Longwe, "From Welfare to Empowerment: the situation of women in development in Africa, A post-UN Women's Decade update and future directions," Working Paper #204, Women in International Development, Michigan State University, 1990; "The evaporation of policies for women's advancement" in Noeleen Heyzer (ed.) <i>A Commitment to the World's Women: Perspectives on Development for Beijing and Beyond</i> . New York: UNIFEM, 1995.		

Resource 13 Organisational constraints in UNDP

Extract from: **J. Schalkwyk, *Building Capacity for Gender Mainstreaming: UNDP's Experience*. New York: GIDP, UNDP, 1998.**
http://www.undp.org/gender/capacity/mid-term_review.html

LESSONS ABOUT ORGANISATIONAL CONSTRAINTS

Through the LCB process, GIDP has also been exploring the concept of “capacity for gender mainstreaming” – what gender mainstreaming entails for gender focal points *and* for the way country offices function. The process can be considered a form of “action research” as the experience of each LCB influenced subsequent LCBs and the process overall informed thinking about what was required for UNDP to implement a gender mainstreaming strategy.

Country office gender focal points were the initial target group for the LCBs. This was a logical starting point, given that gender focal points are to serve as catalysts for organizational action on UNDP's gender equality commitments. While it was recognised that such organizational action requires leadership by management and the involvement of all staff, the LCBs targeted gender focal points for knowledge and skills development and for consultations about what was required to build capacity in country offices.

The evidence provided through the LCB process is that there are numerous *organizational constraints* to achieving progress on UNDP's gender equality commitments. Despite variations among country offices (and units at headquarters), the overall message was that most parts of the organisation do not provide an environment conducive to gender mainstreaming strategies. In most cases the constraints identified were not specific to capacity on gender equality issues but indicators of more **general organizational problems**. Consider, for example:

- **Isolation of working level staff from the management concerns of the organisation.** Many gender focal points participating in the LCBs had limited knowledge about matters significant to job performance such as official policy on gender mainstreaming and other UNDP priority areas, the implications of the UNDP 2001 change process for work at country offices and for their own jobs, the roles of regional bureaux in relation to country offices, etc. This suggests that programme staff are not being given basic information about what is expected of them, nor are they being involved in the change process. The expectations that programme staff will apply initiative and creativity to achieving organizational goals is unrealistic in this context.
- **Lack of confidence among staff about their skills in analysis, communication and strategic planning.** Many of the LCB participants lacked confidence in their abilities for analysis, communication and strategic planning. They also demonstrated weaknesses in these basic professional skills, all of which are required as a foundation for more specific skills in mainstreaming gender or for addressing other organizational priorities. This is a significant concern in an organisation that does not deploy staff on the basis of specialist skills, but rather expects them to apply general professional skills to their particular responsibilities. If this is to be achieved, staff will require more support from the organisation to develop such skills.
- **Influence of the attitudes and priorities of the UNDP Resident Representative on the room for manoeuvre in taking up issues such as gender equality.** Despite UNDP policy statements on the priority accorded to the advancement of women and gender mainstreaming, the feedback from the LCBs is that Resident Representatives determine the issues that should be pursued with partners and that should occupy staff time. Gender focal points can achieve little without support from the Resident Representative, and even less in the face of active or passive resistance. The limited extent to which headquarters demands performance from country offices and resident representatives on policy priorities such as gender equality further isolates the operational-level gender focal point and limits organizational performance.

- **Compartmentalisation of issues.** While official documents note the inter-relation between the UNDP focus areas, there continues to be a struggle to gain attention to the gender dimensions of poverty strategies, governance initiatives, and other themes at both the policy level and within country office programming exercises. It may be easier to define a few women-targeted or equality-focused projects than to mainstream gender equality issues throughout the programme. But if the latter is not also done, the major part of UNDP resources are not used to support policy priority (and activities undertaken may undermine it). The problem of compartmentalisation is exacerbated by the limited reinforcement provided by mainstream processes – as staff guidance provided through training and operational manuals generally does not incorporate the information and techniques required to address gender equality issues, organizational processes suggest that attention to gender equality is an optional extra.
- **Limited opportunities for sharing experience and organizational learning.** Mechanisms and opportunities for information sharing among country offices and between country offices and headquarters appear to be limited, particularly for more junior staff (as gender focal points tend to be). This limits ability to benefit from the experience of others with respect to strategies for policy dialogue, programme design, resource mobilisation and so forth. This is unfortunate when trying to deal with a complex concern such as gender mainstreaming where innovation is required and “off-the-shelf” solutions are generally not available.
- **Hierarchical organizational culture.** The active focal point in many country offices is a relatively junior staff member with a mandate to prompt and advise more senior colleagues to take the issue of gender equality seriously. In many cases, colleagues do not see performance in gender mainstreaming as an organizational or professional responsibility shared by all. In this context, much is demanded of gender focal points in personal and professional initiative and resilience. The potential for introducing change from below in an organisation accustomed to hierarchical “top down” forms of decision making is inevitably limited.
- **Particular difficulties faced by women in achieving recognition as professional colleagues.** Despite increasing numbers of women at various levels of the organisation, the “critical mass” required to ensure that they will be treated as professional equals has not yet been achieved. Discussions at the workshops indicate that sexual harassment is an issue in many country offices, which should be of concern to UNDP in relation to both its responsibilities to staff and its programme functions. An organisation that does not demonstrate a commitment to gender equality in internal processes is less able to take effective action and be credible with partners on issues of gender equality.

Such factors constrain the ability of the organisation to fulfill its commitment to address gender equality as a policy priority. They are probably more important than the skills and motivation of the gender focal points, for two reasons.

- The most skilled and motivated focal points can only do as much as the context allows – expectations of gender focal points must be realistic and take into account the complexity of the task and the working environment.
- It is the organisation (country offices and UNDP as a whole) that must take responsibility for gender mainstreaming and for working constructively for gender equality – the gender focal point role is to provide the stimulus and certain supports so that the outputs of the country office reflect the priority that UNDP has assigned to the issue.

In other organisations, it has been found that changes in planing and decision-making processes would be required for consistent and effective implementation of equality commitments. However, strategies to implement such commitments generally need to be formulated in light of existing structures and processes – the mandate to pursue gender mainstreaming generally does not include changing the organisation within which this must be done, even if such changes may be required to do it effectively.

At UNDP, by contrast, the process of developing a gender mainstreaming strategy coincides with the implementation of a broader organizational review and change process.

The UNDP 2001 change management process seeks to achieve greater effectiveness and efficiency in managing UNDP resources and structuring programmes in support of the policy themes of the organisation. Changes being pursued include a strengthened role for country offices in relation to headquarters, the adoption of results-based management approaches and programme planning oriented toward development impacts, and a new learning orientation to enhance effectiveness as a development organisation. Overall the process seeks to achieve significant changes in management approaches, decision-making processes and organizational culture.

The broad change process offers an important opportunity to demonstrate that UNDP is serious about pursuing gender equality as a policy priority by ensuring that the mainstream change process incorporates the elements required for UNDP to be effective in implementing commitments to gender equality and the advancement of women. This would require attention to the organizational constraints listed above. It would also require systematic attention to gender equality commitments in the review and revision of all management and staff development and assessment processes, including the Resident Representative Compacts, and staff performance appraisal. The process would be facilitated by the formulation of a strategic framework for building UNDP capacity for gender mainstreaming, as discussed below.

Resource 14 Dimensions of Capacity for Gender Mainstreaming

Adapted from: **J. Schalkwyk, *Building Capacity for Gender Mainstreaming: UNDP's Experience*. New York: GIDP, UNDP, 1998.**

http://www.undp.org/gender/capacity/mid-term_review.html

THE GOAL OF CAPACITY BUILDING FOR GENDER MAINSTREAMING AT UNDP IS:			
UNDP works effectively within programme countries for women's advancement and gender equality.			
DIMENSIONS OF CAPACITY REQUIRED TO ACHIEVE THIS GOAL			
Dimensions of capacity**	Explanation of each dimension in relation to capacity for gender mainstreaming	What are the factors already in place or already being tackled through LCBs?	What are further issues that need to be tackled in a capacity building strategy?
APPROPRIATE KNOWLEDGE & SKILLS	<p>Staff that are required to carry out the policy understand gender equality objectives have the skills needed to use the analytic tools and information resources available. Knowledge and skills (related to their particular job functions) are required by staff at all levels:</p> <ul style="list-style-type: none"> – gender focal points at country offices – programme staff at country offices – management personnel in country offices – staff of regional bureaux to which country offices reports <p>HQ staff that provide policy guidance and support to country offices</p>	<ul style="list-style-type: none"> ▪ Gender focal points in most regions have had or will have the opportunity to participate in an LCB. ▪ UNV gender specialists in 20 country offices will provide additional knowledge and skills for a 2 year period. 	<ul style="list-style-type: none"> ▪ Few other than gender focal points has the necessary understanding, knowledge and skills; and even among gender focal points, these remain weak. ▪ Most programme and management staff required lack the understanding, knowledge and skills to fulfill their responsibilities for gender mainstreaming.
STRATEGIC MANAGEMENT	<p>Senior management at headquarters and at country office:</p> <ul style="list-style-type: none"> – show leadership in policy implementation – use decision-making processes effectively in support of implementation <p>generate an organisation culture conducive tackling the gender equality issues.</p>	<ul style="list-style-type: none"> ▪ LCB process provided information on organizational changes required for gender mainstreaming, with subsequent advocacy of recommendations made by GIDP and regional bureau gender focal points. 	<ul style="list-style-type: none"> ▪ Gender mainstreaming is not regarded as a strategic issue for management in CO nor within regional bureaux overseeing the country programme. ▪ Limited use is made of standard procedures to reinforce policy, such as standard: training programmes, operational manuals, directives on results-based management... ▪ Limited use is made of existing decision-making and accountability mechanisms, such as CO reporting on

			<p>achievements, reporting on TRAC allocations...</p> <ul style="list-style-type: none"> ▪ The organizational culture constrains leadership and initiative from below.
EFFECTIVE NETWORKS & LINKAGES	Mechanisms are in place for coordination within and among units of the organisation (and with external organisations) in order to accomplish the tasks entailed in gender mainstreaming.	<ul style="list-style-type: none"> ▪ Basis for networks among gender focal points established in several regions as a follow-up to the LCBs, also between country offices and HQ. 	<ul style="list-style-type: none"> ▪ Links within country offices to promote joint reflection and consistent action on gender equality issues are weak. ▪ Links between CO and HQ on gender mainstreaming and gender equality issues are weak.. ▪ Links among country offices for sharing of lessons and experiences are weak. ▪ In many cases, links between CO and in-country advocates and activists on gender equality issues (both government and non-government) are weak.
ENABLING POLICY & INSTITUTIONAL ENVIRONMENT	Within the organisation, the existence of a policy environment and an institutional structure that mandates and enables action on gender equality.	<ul style="list-style-type: none"> ▪ Basic policy mandates in place (Direct Line 11, <i>Guidance Note on Gender Mainstreaming</i>). ▪ UNDP 2001 process potentially provides an enabling framework. 	<ul style="list-style-type: none"> ▪ There is a lack of consistent leadership at a sufficiently senior level to direct a coherent approach to integrating organizational changes for gender mainstreaming with the UNDP 2001 change management process.
SUPPORTIVE ECONOMIC, SOCIAL & POLITICAL ENVIRONMENT	The economic, social and political environment within which the organisation acts is consistent with and conducive to implementation of gender mainstreaming.	<ul style="list-style-type: none"> ▪ Potentially action environment in many programme countries (momentum provided by government commitments to Beijing PFA and activist movements). ▪ Reinforced by ECOSOC commitments to gender mainstreaming and positive commitments by donor countries. 	<ul style="list-style-type: none"> ▪ Resident representatives and programme staff often lack capacity to pursue constructive approaches to dialogue with partner governments and to finding common ground to work on gender equality objectives; ▪ UNDP may be missing opportunities to mobilise resources from supportive donors in the absence of demonstrated organizational commitment and effective action to address gender equality issues.

INTERNET AND OTHER RESOURCES

Resources available through the Internet

DAC Sourcebook on Concepts and Approaches Linked to Gender Equality. From the Working Party on Gender Equality, Development Assistance Committee, OECD, 1998. (Brief overviews of topics such as accountability, empowerment, monitoring and evaluation). Available in English, French and Spanish.

<http://www.oecd.org/dac/Gender/htm/sourcebook.htm>

Mondesire, Alicia. Gender mainstreaming in UNDP's Country Programmes: Global Experience and Lessons. Prepared for GIDP, UNDP. .

<http://www.undp.org/gender/resources/synthesis.html>

Razavi, Shahra and Carol Miller, *Gender Mainstreaming: A Study of Efforts by the UNDP, the World Bank and the ILO to Institutionalize Gender Issues*. UNRISD Occasional Paper No. 4, Fourth World Conference on Women, 1995.

<http://www.unrisd.org/engindex/publ/list/opb/opb4/toc.htm#TopOfPage>

UNIFEM. *Progress of the World's Women* (released in June 2000). An extended Preview that focuses on "targets and indicators for holding government's accountable for the fulfillment of commitments made to women" in the PFA is available on-line:

<http://www.unifem.undp.org/progressww/index.html>

UNDP. *Human Development Report 1995*, "Overview: The Revolution for Gender Equality." New York: Oxford University Press, 1995. The text of the Overview (as well as highlights from the report) in English: <http://www.undp.org/hdro/e95over.htm>; for French and Spanish. see: <http://www.undp.org/hdro/95.htm>.

Books and articles

Levy, Caren. *The Process of Institutionalising Gender in Policy and Planning: the 'Web' of Institutionalisation*. Working Paper No. 74. Development Planning Unit. University College London. March 1996.

Longwe, Sara Hlupekile. "Institutional opposition to gender-sensitive development: learning to answer back." In *Gender and Development* (Oxfam), Vol 3, No. 1 (February 1995): 47-50.

Woroniuk, B. H. Thomas, J. Schalkwyk. *Gender Equality Action Plans: A Think Piece*. Sida, Department for Policy and Legal Services, 1997. Can be order by e-mail from info@sida.se.

WHAT IS A “STRATEGY”?

A strategy outlines the approach that will be used to achieve specified goals – it is a description of how a mandate will be implemented.

CHARACTERISTICS OF A STRATEGY

- **Time bound**
- **Specifies: Who, What, When, How**
- **Uses clear and precise language**
- **Is feasible and achievable**

PLANNING AND REVIEW CYCLES IMPLEMENTATION

REPORTS and PLANS
monitored and adjusted

Annual review
EVALUATION
what happened?

ACTION taken

PLANS SET

WHO will do **WHAT**
by **WHEN? HOW?**
with **WHAT?**
Resources for what
RESULTS?

WORK PLANS
finalized

PLANS
endorsed, and
resourced

FREQUENTLY ASKED QUESTIONS ON STRATEGY DEVELOPMENT

- 1. What's the connection or difference between policy and strategy?**
- 2. What's the connection or difference between the Programme Outline and the Strategy?**
- 3. What's the connection or difference between a strategy and a work plan?**

“STRATEGY TO FORMULATE THE STRATEGY”

Questions often asked:

- **where do we start?**
- **how do we go about it?**
- **who should be involved?**
- **what do we base it on?**

Pointers:

- **use a participatory approach -- a strategy is more effective if all who must implement it participate in developing it**
- **make use of existing policy reference points (UNDP and national)**
- **make use of UNDP’s gender mainstreaming strategy tools**
- **build on existing processes where possible**

REFERENCE POINTS FOR STRATEGY DEVELOPMENT

Policy commitments on gender equality goals:

- **Beijing *Platform for Action* – endorsed by UNDP programme countries as well as ECOSOC and UN agencies**

UNDP policy documents on gender mainstreaming:

- **Guidance note on gender mainstreaming (1997)**
- **Direct Line 11 (1996)**
- **Gender balance in management policy (1994)**

REFERENCE POINTS FOR STRATEGY DEVELOPMENT: NATIONAL CONTEXT

Policy framework:

- **Beijing *Platform for Action* and national implementation plans**
- ***Convention on the Elimination of All Forms of Discrimination Against Women***
- **National policies on gender equality and women's position**
- **Strategies and plans of the government ministry or office responsible for women's equality**
- **National development plan, priorities**

Situation of women, gender equality:

- **Government and NGO reports on progress in implementation of the PFA and CEDAW**
- **Readings on Core Indicators (UN Common Country Assessment Indicators)**
- **Studies and reports on gender equality and gender issues (by UNDP, government, NGOs, academics)**

UNDP GENDER MAINSTREAMING STRATEGY TOOLS

- **Guideline/checklist: mainstreaming gender equality considerations into UNDP Country Office activities**
- **Gender Mainstreaming Assessment Tool**
- **Gender Mainstreaming Action Planning Tool**

GENDER MAINSTREAMING IN UNDP COUNTRY OFFICES

<p><i>Who is responsible?</i></p>	<ul style="list-style-type: none"> • all staff, including the Resident Representative and professional staff working in every sector
<p><i>What activities are of concern?</i></p>	<ul style="list-style-type: none"> • Country programmes • Programme & project formulation • Programme & project implementation • Programme & project evaluation • Policy advice and dialogue • Resource mobilisation • Internal, inter-agency & NGO meetings • Training and briefing sessions • Staff recruitment • Budget allocations

SOME INDICATORS OF ACTION OF GENDER MAINSTREAMING IN COUNTRY OFFICES

- A gender mainstreaming strategy in place and used, reported upon regularly**
- A gender mainstreaming briefing kit prepared on an inter-agency basis, and updated regularly**
- A gender profile for the country in place, developed consultatively**
- Gender mainstreaming training and capacity building activities, planned and completed**
- Responses to the Five Main Challenges in Direct Line 11 recorded, with tracking commitments**
- Programme(s) to support the national programme to implement the Beijing Platform for Action operational**
- Programme(s) to support national efforts in one or more of the strategic priorities for the achievement of gender equality set out in the Human Development Report, 1995, operational**
- A mechanism for regular consultation with women's and gender-sensitive organisations in place**
- Country specific sets of indicators for tracking progress on gender equality, gender-sensitive policies and changes in gender relations over time, in place and in use**

STEPS TO CONSIDER

- **organize the available material**
- **set priorities on the basis of the self-assessment**
- **identify a time frame that makes sense for the situation**
- **determine the main themes for the gender mainstreaming strategy, taking account of national plans and policies as well as UNDP priorities**
- **set goals, objectives, tasks and actions and reporting lines**

POSSIBLE STRUCTURE FOR A STRATEGY DOCUMENT

- **UNDP country policy or UNDP policy (1-2 paragraphs)**
- **situational analysis & conclusions**
- **key strategic themes for action, e.g.**
 - **information requirements**
 - **capacity building**
 - **communications**
 - **support for the PFA & CEDAW**
 - **others (networking, resource mobilisation, specific sectoral or issue priorities in the country)**
 - **Resources for implementation**

GENDER FOCAL POINT FUNCTION

- **TEAM FUNCTION**, with both management and operational dimensions
- **MANAGEMENT LEVEL**: provide leadership to ensure that gender issues are considered in all policy, programme, and administrative decisions
- **OPERATIONAL LEVEL**: act as a catalyst for consideration of gender issues at the working level

RESPONSIBILITIES

Take a lead role in preparing:

- **Gender mainstreaming strategy**
- **Gender mainstreaming briefing kit**
- **National gender profile**

Provide management leadership and catalytic support in:

- **implementation of the Guideline/Checklist on Mainstreaming Gender Equality Considerations into UNDP Country Office Activities**

SKILLS REQUIRED BY GENDER FOCAL POINTS

Gender Mainstreaming Requires:

- **Analytic skills (social and economic analysis)**
- **Communication/Advocacy skills**
- **Decision-making skills**

At both management and operational levels

INFLUENCING SKILLS FOR GENDER MAINSTREAMING

We seek to:

**Influence key people
Influence key processes**



In order to achieve



**A development product
(Situation Analysis, Country Cooperation Framework,
project document etc.)**

The Questions Are:

Which are the key processes?

Who are the key people?

COPING WITH RESISTANCE - FORMS OF RESISTANCE

- **Denial**
- **Speaking “on behalf of women”**
- **Token action**
- **Lip service**
- **Misconstrued mainstreaming**
- **Commissioning a study**
- **Compartmentalization**
- **Appointing a token women**

ORGANIZATIONAL CONSTRAINTS

- **isolation of working level staff from UNDP management concerns**
- **lack of staff confidence in their skills in analysis, communication and strategic planning**
- **inconsistent application of policy by senior management**
- **compartmentalization of issues**
- **limited opportunities for sharing experience and organizational learning**
- **hierarchical organizational culture**
- **particular difficulties faced by women in achieving recognition as professional colleagues**

DIMENSIONS OF ORGANISATIONAL CAPACITY FOR GENDER MAINSTREAMING

- **Appropriate knowledge and skills**
- **Strategic management**
- **Effective networks and linkages**
- **Enabling policy and institutional environment**
- **Supportive economic, social and political environment**