

**TRACKING
GENDER
MAINSTREAMING
IN
MDGD ACTIVITIES**

Management Development and Governance Division (MDGD)
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I. INTRODUCTION

A. Background

It has become increasingly clear in recent years that the ability of nations to achieve their human development goals hinges largely on the quality of governance. UNDP has been at the forefront of the growing international consensus that good governance and sustainable human development are indivisible and that developing the capacity for good governance can be-and should be-the primary means to eliminate poverty.

The four critical elements of human development: productivity, equity, sustainability and empowerment demand that gender issues be addressed as development issues and as human rights concerns. *Development if not engendered is endangered*. Only when potential of all human beings is realized can we talk of true human development. For development to be effective, it must understand and respond to gender-based differences and power relations. It must develop and apply policies and tools to integrate gender into all programmes. UNDP considers gender mainstreaming to be a process or methodology, which allows us to *"take account of gender relations in all policy, programme, administrative, and financial activities, and in the organizational procedures"* (UNDP 1998).

Mainstreaming of gender is seen to be part of the reorientation of methods to ensure holistic approaches to the empowerment and well-being of people. It is also a part of the process of change in UNDP. Gender mainstreaming is not an end in itself but a strategy for bringing about gender equality and change in countries as well as within UNDP. The human development paradigm, putting people at the centre of its concerns, would have little meaning if it were not fully gender-sensitive.

B. Objective of the Assignment

The Administrator's memo titled Direct line 11: Gender Equality and the Advancement of Women commits "10% of the global programme resources (line 1.3) to be supplemented by other global sub programmes, which will also identify the budgetary implications of gender dimensions and the objectives of their programmes" during 1997-2000. In addition to the line 1.3, it is anticipated that a significant proportion of allocations to other thematic areas, especially poverty, will reflect gender concerns so that at least 20% of the UNDP's global budget will be disbursed in promotion of gender concerns. This funding target is seen as a means to promote, facilitate and demonstrate the incorporation of gender considerations into programme design, outputs, outcomes and budgetary allocations. This funding target is seen as a means to promote, facilitate and demonstrate the incorporation of gender considerations into programme design, outputs, outcomes and budgetary allocations. Managers of global programmes are being held accountable for the budgetary provisions as part of an explicit demonstration of gender-sensitive programming and accordingly need to monitor and track such allocations.

In order to ensure the attainment of this goal at the MDGD level, as well as to develop a system for tracking performance on gender mainstreaming the current exercise was commissioned by MDGD. A similar exercise will be undertaken by the Gender in Development Programme (GIDP) to create tools to track resource allocation to gender mainstreaming at the corporate level in UNDP.

The MDGD undertook a two weeks assignment to review the status of gender mainstreaming in its sub-programmes and other activities; identify ways to strengthen gender mainstreaming and develop a tracking system to monitor resource allocation for gender mainstreaming in MDGD activities. As a next step the tracking tools, identified by this exercise, will be used to analyze the actual resource utilization.

C. The Process

The process adopted was such that gave an opportunity to the MDGD staff to participate in discussing the status of gender mainstreaming in their activities thus actively engaging in the exercise. The task began by reviewing a number of documents outlining the global governance programme as well as UNDP concepts on governance and sustainable human development. This was followed by a series of meetings and discussions with the key staff in MDGD, GIDP, Evaluation office and BPRM. The programme managers were asked the following questions:

- What constitutes gender mainstreaming in your sub-programme activities?
- How do you identify activities for gender mainstreaming?
- Have gender concerns been taken into account in your programmes?
- How have these been integrated in your activities?
- How would you engender the process?
- How can gender concerns be mainstreamed into your sub-programme?

The following sections of the report are based on the feedback, inputs and insights gained from the discussions with the above mentioned staff and a review of the project documents.

1. OVERVIEW of MDGD ACTIVITIES

A. MDGD Mandate

The mandate of the Management Development and Governance Division (MDGD) is to promote the UNDP policy on good governance. It works on virtually every conceivable aspect of building the institutions required for thriving democracies, and thus for sustainable human development. The global governance programme policy document identifies six focus areas for programming, aiming to promote SHD by empowering the poor and marginalized to better participate in the development of their societies. Based on the understanding of the role of governance in sustainable human development and the UNDP mandate, six focus areas with eleven sub-programmes and two special activities have been identified by MDGD to promote good governance

2. Public Sector Management and Accountability

- a. Globalization
- b. Accountability
- c. Civil Service Reforms
- d. Governing Institutions
- e. Parliamentary Reforms
- f. Electoral Bodies
- g. Human Rights

3 Decentralization and Local Governance

a. Decentralized Governance Programme

b. LIFE

4. Capacity Development

5. Governance in Crisis Countries

6. Urban Development

7. Special Activities

a. Gender and Governance Projects

b. Policy Level Dialogues

B. The Link Between Good Governance and Gender Concerns

UNDP focuses on four aspects of SHD: poverty reduction, job creation and sustainable livelihoods, environmental protection and the advancement of women. To develop good governance for sustainable human development, women must be involved in all decision-making-from the family to national politics. More than half the world's people are women, and they must have equal opportunities to participate in public decision-making. Representation without empowerment is not enough. Inequality in power sharing leads to an unequal sharing of resources.

The fourteen characteristics identified by UNDP for good governance includes promoting gender balance and gender equity in its programmes (UNDP 1998).

III. GENDER MAINSTREAMING IN MDGD ACTIVITIES

A. How is Gender Being Addressed in the Sub-Programmes?

An examination and assessment of MDGDs existing eleven sub-programmes and the special projects/activities presented in the previous section and meetings with MDGD staff members suggests that there is an interest and concern on gender issues among the staff members. This is further strengthened with the presence of three staff members having gender experience and training on gender analysis and gender aware policies.

Efforts to mainstream gender in MDGD sub-programmes have been initiated, but need to be further strengthened and institutionalized. It appears that there is a keen interest and desire among MDGD staff to incorporate gender issues in their activities, but due to a lack of a clear understanding of concepts and ways to mainstream gender concerns among majority of the staff, the sub-programmes reflect incorporation of these issues in varying degrees. This suggests that staff members are motivated towards developing the understanding on gender mainstreaming issues, all they need at this point are guidelines and tools which they can use to further the goal of mainstreaming gender in the activities of the sub-programmes.

Introduction of these systems will help to improve the yields from the existing initiatives. This will also help to better monitor and measure the contributions and impacts of gender mainstreaming within MDGD.

Inputs from MDGD staff members highlighted the following concerns on gender mainstreaming:

- Gender is perceived as a curious issue and not a demand driven need in MDGD.
- A number of activities may be addressing gender issues, without the conscious awareness of the need to mainstream these issues and their potential relevance or bearing on programme or project outcomes.
- A number of projects mention gender concerns in their documents, but these concerns are not uniformly reflected in the programme design, methodology, implementation and monitoring. Furthermore, women are not always identified as a target group.

Examples of how gender is being addressed in MDGD activities are presented below:

- The human rights policy document mentions gender and acknowledges that gender issues are human rights issues. There is a strong awareness on the need to incorporate gender issues in human rights activities. At this stage conceptualization of the meaning of gender concerns and mainstreaming is being explored. Currently the human rights policy is being finalized and gender issues are being integrated within its activities such as seminars, conferences, document and products development, and training activities.

The globalization, liberalization and sustainable human development project does discuss the gender issues and how policies toward globalization have gender-non-neutral effects, and how gender-based inequalities can act as a constraint on trade and macroeconomic policies. It also mentions that a new framework will be developed, which recognizes that gender inequalities permeate all levels of economic life and that such inequalities affect the outcomes of policies aiming at integration and in turn are affected by them in complex ways. This framework aims to incorporate gender as a category of analysis at all levels, and particular attention will be paid to mainstreaming gender while designing country strategies. The process would entail collection of gender disaggregated data, projected implications for women which will be used to design gender-sensitive programmes and policies.

The globalization project can further ensure mainstreaming gender issues in its upcoming activities such as hiring of consultants for the country specific studies, and in the appointment of staff at the global resource facility.

*The parliamentary support programme emphasizes the promotion of gender balance in the composition and management of parliaments and parliamentary processes and decisions regarding gender issues. It is seen that this will help to achieve the goal of strengthening the capacity of parliaments in developing countries and emerging democracies

to more effectively carry out their political, economic and social mandates. Activities outlined clearly link gender issues to project objectives and outputs. The success criteria established reflect gender roles and their bearing on project outcomes. As this programme is still being finalized it can further strengthen its gender mainstreaming aspects by incorporating a gender balance in all trainings, meetings and workshops, gender -aware needs assessment studies, and technical assistance.

*The LIFE programme described in the previous section has been promoting mainstreaming of gender concerns in various ways. Gender mainstreaming is seen in the gender balance in appointment of LIFE Coordinators (five of the 12 national coordinators are women) in the 12 countries where the programme is going on, in the national selection committees, in the national consultations, in terms of reference for evaluations, by establishing gender-sensitive criteria for project formulation and in project activities (as these are based on participatory approaches involving both men and women in defining their needs and subsequently in implementing the project).

*Gender perspectives in the urban management programme, in its current phase three, are central to all three themes of poverty alleviation, environmental management and participatory governance, as women and men are seen to use their cities differently. These may include informal sector employment, problem of street children protection from urban and domestic violence, more access to basic services, access to land credit and security of tenure. UMP programme in Middle East and North Africa undertook an activity to mainstream gender by demonstrating to urban development professionals, policy-makers, and communities the absolute necessity of integrating the gender dimension into their activities through setting up of a regional gender committee, case studies providing a gender-based analysis on selected programmes. This process led to the institutionalization of gender sensitive development project planning and design, and helped to refine gender tools and ensure applications at the grass roots level. Activities in other regions show similar trends.

*In order to intensify efforts for gender mainstreaming the UMP can institutionalize these issues by establishing guidelines and criteria for the various activities undertaken under this sub-programme. For example the initiative briefs prepared for all its activities can include gender considerations, composition of consultants/advisory teams can be gender reflective and gender sensitized, city consultations can incorporate gender balance in composition as well as in their agendas.

*MDGD has identified gender focal points within its division to help it to steer and operationalize the gender mainstreaming process within its programmes (these still have to be institutionalized). The gender focal points do not have the sole responsibility of mainstreaming gender in MDGD activities. Their role is that of a facilitator and catalyst to bring about change. The gender focal points will help to:

*Facilitate creation of knowledge and tools for gender mainstreaming in governance activities of MDGD

*Enhance staff capacity on gender mainstreaming

*Strengthen MDGD and GIDP relationship

*The following special gender and governance activities focus in particular on creating knowledge and tools on gender and governance issues and on addressing gender issues in MDGD activities.

--Identifying indicators which would reflect on the status of gender mainstreaming in MDGD sub-programmes and developing a tracking system to monitor resource allocation for gender mainstreaming (this is the current exercise).

--Developing best practices on gender and governance in UNDP.

--Documenting and disseminating useful practices to promote gender inclusive local governance and community development.

--Organizing dialogue and orientation on gender mainstreaming for the MDGD Staff. Dialogue between MDGD and GIDP staff on gender mainstreaming was undertaken in February 1998 to contribute towards developing an understanding of the corporate mandate. Follow up to such dialogue is in process.

--Organizing workshop of women parliamentarians and decision-makers in the Arab States and Asia regions.

--Providing technical inputs in gender and governance issues in various UNDP activities.

In the Global Conference on Governance for Sustainable Growth and Equity, organized by the MDGD brought together parliamentarians, mayors, NGOs, CBOs, ministers, donors, and academicians to deliberate on a range of issues related to

good governance. Given that gender equality is a central feature of SHD and one of the characteristics identified for good governance by UNDP, it was one of the major themes addressed by the conference. Gender concerns were integrated in all the sessions of the conference. This forum provided the opportunity to share experiences and best practices on gender in governance issues, thereby, promoting dialogue and cooperation among representatives of governments, parliaments, local authorities, UN agencies, and civil society organizations. Women constituted 31% of the chairs, speakers and recorders in the fora sessions.

B. Why Gender is Not Being Addressed in all Activities?

An analysis of the MDGD sub-programmes and inputs from staff members sheds light on a number of reasons why gender issues are not being addressed in all sub-programmes in a uniform manner. These are outlined below:

*Most of MDGDs focus areas and the sub-programmes under these six focus areas are still new and evolving. Some sub-programmes are still in the infancy stage and have yet to be implemented.

*UNDP in general and MDGD are still in the process of developing conceptual and practical tools to realize the mainstreaming mandate. Thus, currently incorporation of gender considerations is not fully realized, due to unavailability of appropriate systems and processes to put these into effect.

*Gender mainstreaming is still in the evolution stage within MDGD and relevant concepts and methodologies are still being evolved. Thus, it has been inadequately addressed in some of the sub-programmes, due to a lack of a distinct comprehension of the conceptual links to all programming areas.

*Many MDGD staff members need training on how to integrate gender issues in their programmes. Due to the absence of a strong analytical capacity for understanding gender and its relationship to governance programmes, activities have not always addressed gender issues.

IV. SUGGESTED ELEMENTS and TOOLS for GENDER MAINSTREAMING in MDGD ACTIVITIES

Although there is no single formula for addressing gender issues in development programmes, one can identify a number of common trends that an organization can incorporate within its existing institutional structure. The gender mainstreaming approach provides a framework for examining the extent to which MDGD considers gender a critical variable. This section presents suggestions on how to strengthen gender mainstreaming in MDGD sub-programmes, as well as hands on analytical instruments for addressing gender issues in the sub-programmes of MDGD. It provides basic guidance on the fundamental steps in **the process** of institutionalizing gender considerations and outlines a format to track gender mainstreaming in programming activities as well as a system to track resource allocation for gender mainstreaming activities in MDGD sub-programmes.

This section focuses on **the process** of gender mainstreaming in MDGD activities. It is limited to this aspect, and does not cover the substantive aspect of gender mainstreaming and/or women advancement, another important areas, as they are outside the purview of this assignment.

Accordingly, the guidelines and tools presented below will assist MDGD staff to track gender mainstreaming efforts in MDGD activities at the process level and the programming level in the following ways:

- Assessing the capacity of MDGD staff to address gender concerns in the activities of their sub-programmes (Tool A)
- Tracking gender mainstreaming in programme implementation activities (Tool B)
- Tracking resource allocation on gender mainstreaming (Tool C)

It is suggested that each sub-programme manager under the six focus areas of the global governance programme may use these generic tools and apply them to their specific activities.

A. 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. The following are the suggested basic elements required by MDGD staff members for institutionalizing gender concerns in MDGD's activities.

1. Awareness of the importance of gender issues for outcomes of governance programmes
2. Commitment to addressing gender issues in the Division's activities
3. Capacity for formulation of gender-focused questions
4. Capacity for carrying out gender analysis
5. Capacity for applying the findings of gender to the sub-programmes of the division
6. Capacity for systematic monitoring and evaluation of gender-specific programme impact in MDGD sub-programmes

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 MDGD 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 MDGD to assess the usefulness and applicability of existing quantitative and qualitative information.

4. Capacity for Carrying out Gender Analysis

An analysis of sex-dissaggregated 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-dissaggregated 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

dissagregated 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.

TOOL A

Checklist to Assess the Capacity to Mainstream Gender in MDGD Sub-Programmes

<i>Element</i>	<i>Operational Mechanism</i>	<i>Check</i>		<i>Comments</i>
		<i>Yes</i>	<i>No</i>	
1. Awareness	<p>Gender Policy</p> <p>*Is there an awareness & clear understanding of gender mainstreaming concepts in MDGD sub-programmes?</p>			
2. Gender Sensitivity*	<p>*Is staff aware/sensitive to gender differences and how they affect gender equity?</p>			
3. Gender Analysis*	<p>Knowledge, Training</p> <p>*Are the sub-programme staff trained in gender analysis etc?</p> <p>*If required, do they get assistance from any gender experts within MDGD or UNDP?</p> <p>Gender Guidance</p> <p>* Is there written info and guidance on policy relevant gender questions available to sub-programme staff in MDGD?</p> <p>Gender Competency</p> <p>* Do sub-programme staff have the capacity for</p>			

	<p>translating sex diassagregated data into gender analysis?</p> <p>*Is there any technical assistance available in MDGD or UNDP to assist the sub-programme staff?</p> <p>*If not, do they have knowledge of where to get assistance?</p>			
4. Application of Findings	*Do sub-programme staff have the capacity to apply findings from gender analysis to sub-programme activities?			
<p>1. Monitoring and Evaluation</p> <p>*Definitions of these terms are provided in the glossary section in annex 4.</p>	*Do sub-programme staff have the required capacity for undertaking gender integrated monitoring of activities?			

This format can be used as a worksheet within the different sub-programmes of MDGD to track the capacity of programme staff for mainstreaming gender in their activities. It can help MDGD sub-programme staff to assess their awareness, commitment to and capability for addressing gender issues in all activities.

B. Tracking Gender Mainstreaming in Programming Activities

The following tool presents a format to track gender mainstreaming in programming activities:

TOOL B

Checklist to Track Gender Mainstreaming in Sub-Programme Activities

<u>Element</u>	<u>Operational Mechanism</u>	<u>Check</u> <u>Yes/No</u>	<u>Comments</u>
1.Design	<p>Implementation of policy?</p> <p>*Do sub-programme staff compile relevant sex-dissagregated data prior to designing programme/projects?</p> <p>*Have gender issues been integrated in the methodology & in all stages of the programme design?</p> <p>*How many men and women are participating in programme/project activities?</p> <p>*Have women been identified as a target group?</p> <p>*Are issues raised sensitive to the needs of women?</p>		

	<p>*Will the project activities strengthen women's decision-making role?</p> <p>*Will the project activities increase women's access & control of resources?</p> <p>*Is the project contributing towards empowerment of men & women?</p>			
2 Implementation	<p>Application</p> <p>*Are gender balances being taken into account in all activities?</p>			
3. Monitoring	<p>Monitoring systems</p> <p>*Is monitoring of project activities gender disaggregated?</p> <p>*Are women being empowered as a result of this activity?</p> <p>*Are sub-programme staff reporting gender relevant data and issues in evaluation reports or other publications?</p>			
<i>Element</i>	<i>Operational Mechanism</i>	<i>Check</i>		<i>Comments</i>
-		<i>Yes /No</i>		
4. Evaluation and Reporting	<p>*Is there systematic inclusion of gender in all evaluations of sub-programmes?</p> <p>*Has gender-differentiated data regarding the delivery of all programme or project services, activities and resources been collected?</p> <p>*Have gender-differentiated indicators been used to measure, in quantitative and qualitative terms the outcomes and impacts of the sub-programme?</p> <p>*Does the evaluation framework examine the extent of gender mainstreaming in the programme?</p>			

*Where necessary please provide details in the comments section.

This tool is intended to be used by managers of the sub-programmes and can help to guide them through a systematic process that integrates gender into their project and programme planning, designing, implementing, monitoring, and evaluation activities.

This is a generic tool and each sub-programme staff will relate the questions put forth to their own area of work. Answers to these questions will provide staff of each sub-programme with indicators to follow qualitative performance on gender mainstreaming targets set by UNDP mandate.

The important aspect emerging from this analysis is that if decision-makers and practitioners in MDGD understand gender roles and relationships in a given situation, they may be able to take advantage of some aspect of those relations to improve project outcomes. It can also help decision-makers in diagnosing where potential gender-specific constraints are most likely to occur in a country's socio-economic process. Alternatively, if they are not able to develop an adequate awareness and understanding of gender relations prior to the designing and implementation of action plans, they may find that their interventions are in conflict with the prevailing patterns of gender relations. Subsequently, this conflict would be reflected in a negative impact on the target groups they are planning to help.

Another significant aspect emerging from this exercise is that **special expertise is not required** by sub-programme staff to mainstream gender in MDGD activities. Use of these tools and gender sensitization of sub-programme managers will help to **develop their general capacity** to keep track of the extent to which mainstreaming gender is being undertaken in their programmes.

C. How to Strengthen Gender Mainstreaming?

These tools indicate the importance of identifying efforts and ways to strengthen gender mainstreaming in MDGD activities. It also highlights that implementation of gender mainstreaming in MDGD activities will require articulation and active implementation of this commitment in the ongoing change management process within the division and UNDP. Some measures specific to each sub-programme have been presented in section three above. More detailed suggestions for MDGD to advance the process of gender mainstreaming in its activities are outlined below:

- The first and crucial step in this direction would be to develop a clarity about purpose and goal of gender mainstreaming in MDGD sub-programmes among MDGD staff members. This would lead to heightened awareness, improved understanding and the practical application of conceptual linkages between gender and governance issues.
- Organize training for MDGD staff members, based on an assessment of gender training needs. This enhanced institutional capacity within MDGD will allow for gender-sensitive policy formulation, analysis, design, implementation and subsequent monitoring
- All sub-programmes could incorporate keeping of a gender balance as a prerequisite in their activities such as trainings, workshops, conferences, seminars, consultations, meetings and in committees
- Develop specific indicators for each sub-programme activity reflecting gender issues, to help in monitoring substantive outcomes and impact
- MDGD could keep a gender balance among professional and support staff
- Undertake an exercise for identification of best practices to address gender issues within on-going activities for demonstration among all sub-programmes e.g. current exercise to identify best practices in civil services reform could reflect this concern. This will contribute to advancing the practical application of gender mainstreaming concepts and methodologies thereby promoting SHD links.
- MDGD could link professional performance in the division to contributions towards gender mainstreaming
- Database on consultants maintained by MDGD could include information about level of gender expertise and skills of each consultant, and include consultants with expertise on gender and various governance focus areas

- All terms of reference for MDGD programme assignments should require a gender aware approach
- MDGD could incorporate gender mainstreaming issues when undertaking briefing sessions to any programming missions

D. Tracking Resource Allocation for Gender Mainstreaming

A review of the existing financial management system shows that the current UNDP classification framework does not allow to track resource allocation to gender mainstreaming within its present structure. The Bureau for Planning and Resource Management (BPRM) felt that the efforts far outweighed the benefits at this point in time to undertake an extensive exercise to absorb gender mainstreaming within the framework. Any exercise to develop a system to track utilization of financial resources on gender mainstreaming would exist parallel to the classification framework.

At this stage perhaps each division in UNDP should create its own system to track gender mainstreaming in their thematic areas. This would also show commitment of each division to monitor implementation of UNDP mandate of utilization of 20% of resources for gender mainstreaming in their programmes.

In order to develop a tracking system for resource allocation to gender mainstreaming, the first step would be to define activities that can reflect gender mainstreaming in MDGD sub-programmes. Once these activities have been outlined, the second step would be for sub-programme staff to check if these activities show gender mainstreaming concerns. The sub-programme staff responsible for each project would have to make an assessment as to the extent of resources utilized for gender mainstreaming as part of each activity. This would provide MDGD with an estimated utilization of resources for gender mainstreaming for each activity.

Activities which have been identified to reflect gender mainstreaming in MDGD sub-programmes and the tool to track resource allocation are both presented below:

MDGD Activities Reflecting Gender Mainstreaming

1. Consultants (hired)
2. Workshops
3. Training Activities
4. Research/Evaluation/Case Studies
5. Conferences/Seminars
6. Professional Staff
7. Support Staff

8. Consultations

9. MDGD Staff Development Activities

10. Other

TOOL C

Tracking Resource Allocation for Gender Mainstreaming in MDGD Sub-Programmes

MDGD Activities	No. of Men (participating directly)	No. of Women (participating directly)	Total Allocation	Estimated %age Utilization Targe Women
1.Consultants (hired)				
2.Workshops				

3. Training Activities				
4. Research/Evaluation/ Case Studies				
5. Conferences				
6. Professional Staff				
7. Support Staff				
8. Consultations				
9. MDGD Staff Development Activities				
10. Other				

I. CONCLUSION

This report has attempted to describe the status of gender mainstreaming in programming process and identified tools to track capacity and resource utilization in MDGD. A more detailed study is entailed in order to develop specific indicators to track substantive performance of MDGD activities. Findings emerging from this exercise will help sub-programme staff of MDGD to develop an insight of the process aspects of gender mainstreaming and help them focus on achieving the targets given by UNDP mandate.

The basic framework presented offers a simple approach for examining the extent to which MDGD considers gender-the different rights, roles, and responsibilities of men and women- a critical variable of governance for sustainable human development.

Annex One

LIST OF INDIVIDUALS MET

1. G. Shabbir Cheema, Director, MDGD, BDP
2. Pratibha Mehta, Global Coordinator LIFE and Gender Focal Point, MDGD, BDP
3. James Katarobo, Advisor, Civil Service Reforms, MDGD, BDP
4. Rebecca Rios Kohn, Principal Advisor, Human Rights, MDGD, BDP
5. Jonas Rabonavitch, Manager, Urban Development Team, MDGD, BDP
6. C. Nelima Okhoya, Programme Officer, MDGD, BDP
7. Rozina Wiltshire, Chief, GIDP, SEPED, BDP
8. Sarah Murison, Senior Programme Advisor, GIDP, SEPED, BDP
9. Cecil Taffe, Coordinator , Global Gender Programme , GIDP, SEPED, BDP
10. Rosemary Kalapurakal, Information Officer, GIDP, SEPED, BDP
11. Nancy Taylor, Consultant, Crisis Country Programme and Parliaments, MDGD, BDP
12. Fred Schenkelaars, Special Advisor Programme for Accountability and Transparency (PACT), MDGD, BDP
13. Pauline Tamesis, Programme Officer, PACT, MDGD, BDP
14. Yeshi Mcleod, Consultant, Evaluation Office
15. Lena Hamadeh-Banarjee, Senior Programme Advisor and Gender Focal Point, MDGD, BDP
16. Deepak Gupta, Chief Systems Analyst, UNICEF
17. Anuradha Seth, Consultant, Globalization Programme, MDGD, BDP
18. Linda Schieber, Deputy Director, Division for Management & Analysis, Bureau for Planning and Resources Management

Annex Two

TERMS OF REFERENCE

Identify indicators which would reflect on the status of gender mainstreaming in MDGD sub-programmes and develop a tracking system to monitor resource allocation for gender mainstreaming.

The consultant will be required to do the following:

- In consultation with the relevant MDGD staff and based on the review of the MDGD project documents, identify efforts to mainstream gender concerns in the focus areas of Global Governance Programme.
- Consult with the GIDP and the evaluation office on their work on indicators on gender mainstreaming and governance issues.
- Suggest ways in which gender mainstreaming can be strengthened in the MDGD sub-programmes.
- Develop a simple tool to assist the MDGD teams to identify measurable indicators to track the substantive performance on gender mainstreaming in their sub-programmes.
- In consultation with various MDGD teams, BPRM and BREA develop a format and a system to track resource allocation for gender mainstreaming in governance issues.

Annex Three

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Annex 4

Glossary of Key Terms

Empowerment

The expansion of people's capacities and choices; the ability to exercise choice-based on freedom from hunger, want and deprivation; and the opportunity to participate in, or endorse, decision-making that affects their lives.

Gender

Culturally prescribed social roles and identities of men and women that are highly variable across cultures and are subject to change.

Gender Awareness

The conscious knowledge that communities are not homogeneous, and that benefits from development interventions do not accrue equally to all members and segments of a given community.

Gender Analysis

Gender analysis helps development practitioners to make connections between gender relations in a specific situation and specific development goals. It helps to effectively and efficiently target resources, benefits, and activities so that they are compatible with the economic, political, and cultural realities of a given situation. It also helps planners to successfully anticipate the impacts that their programmes and projects will have on the target groups.

Gender-Informed

Awareness or approach that takes account of differential access of men and women to resources and acknowledges the need to reduce systematic gender biases.

Gender Issue in Development

Issue that potentially involves an aspect of gender roles or relations that has an impact, direct or indirect, positive or negative, on the goals of development programmes and projects.

Gender Neutral

Assumes equal opportunities and benefits, without questioning whether a person's gender constrains or favours his/her access to resources and participation in decision-making.

Gender Relations

Ways in which culture defines the rights, responsibilities, and identities of men in relation to women, and how these rights and responsibilities interact. Differences in men's and women's rights involve differences in the distributions of society's rewards and resources.

Gender Sensitivity

Extent to which development practitioners and analysts consider the respective roles of men and women in society when formulating, implementing, and assessing policies, programmes, and projects.

Governance

The exercise of political, economic and administrative authority in the management of a country's affairs at all levels.

Good Governance

Addresses the allocation and management of resources to respond to collective problems; it is characterized by

participation, transparency, accountability, rule of law, effectiveness and equity.

Sex

A category that distinguishes males from females by referring to biological characteristics perceived as universal and unchangeable.