
UNIT: 10 INSTITUTIONAL DEVELOPMENT

Structure

10.1 Introduction

10.2 Objectives

10.3 Mainstreaming Gender in International Organizations

10.4 Gender Mainstreaming in United Nations Development Programme (UNDP)

10.5 The World Bank: Fitting Gender into a Policy Framework

10.6 International Labour Organization (ILO): From Women's Rights to Gender Mainstreaming

10.7 UNWomen

10.8 Summing Up

10.9 Glossary

10.10 Answers to Check Your Progress Exercises

10.11 References

10.12 Questions for Reflection and Practice

10.1 INTRODUCTION

Gender mainstreaming has become the primary tool to advance gender equality in international organizations. The United Nations and its specialized agencies, the Organization for Economic Cooperation and Development (OECD), the European Union, Organization of American States (OAS), and Asia Pacific Economic Cooperation (APEC) all have adopted gender mainstreaming, and governments around the world have followed their lead. This Unit discusses the measures taken by these institutions for gender mainstreaming at their own organization and their policies also.

10.2 OBJECTIVES

After studying this Unit, you should be able to:

- Explain the process of gender mainstreaming in international organizations;
- Examine the development happened within institutions to mainstream gender; and

- Analyze the role played by various international organizations in mainstreaming gender.

10.3 MAINSTREAMING GENDER IN INTERNATIONAL ORGANIZATIONS

The adoption of gender mainstreaming by the United Nations turned a radical movement idea into a strategy of public management. In a 1997 conclusion, the UN Economic and Social Council (ECOSOC) offered a much-quoted definition of gender mainstreaming, describing it as “the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated.” ECOSOC elaborated by specifying that “the ultimate goal of mainstreaming is to achieve gender equality” (quoted in UNIFEM 2000, 34). Programme and project cycles, management processes, and tools now became the object of gender mainstreaming.

There are three distinctive aspects of mainstreaming in the ECOSOC definition. First, it describes mainstreaming as infusing gender considerations into organizational processes. Second, it calls for integrating concerns of women and men into policies and programmes, that is, in the output of organizations. Third, it specifies that the goal of mainstreaming is equality between women and men. Jahan's (1995) operationalization of gender mainstreaming as composed of institutional strategies, operational strategies, and policy objectives parallels these distinctions. Her first category, institutional strategies, encompasses the assignment of responsibilities for gender mainstreaming, systems of accountability, coordination, monitoring, evaluation, and personnel practices. Her second category includes approaches that the institutions have defined and the guidelines, knowledge, analytical tools, policies, projects, and programmes that they have developed in carrying out their operations. Her third category includes the definition of objectives that organizations have arrived at. In this analysis, we borrow from Jahan to describe gender mainstreaming at UNDP, the ILO, and the World Bank.

10.4 GENDER MAINSTREAMING IN UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

UNDP most extensively focuses on the process aspect of mainstreaming, a result undoubtedly of its highly decentralized structure and an organizational philosophy that stresses client countries' ownership in the development process (Kardam 1991; Miller 1998). UNDP made WID one of four major themes in 1986 and created the Division of Women and Development within the Bureau for Programme and Policy Evaluation to ensure that women would play a larger role within the organization, both as participants and as beneficiaries.

The function of the division was to oversee the UNDP committee in charge of project approval to make sure that women's interests were integrated into all projects. In 1992 the Gender in Development Programme (GIDP) replaced the WID division in an effort to decentralize responsibility for WID to the state level. This included the establishment of a system of "gender focal points" throughout the organization. Within each of UNDP'S 134 country offices, a programme staff person and a member of senior management are designated as a focal point to oversee the implementation of mainstreaming. A Gender Programme Team facilitates a "global knowledge network" made up these focal points, UN volunteers, and UNIFEM regional programme directors. The team provides guidance on policies and programmes and promotes the objective of gender equality throughout the organization.

The centrality of process in UNDP'S approach to mainstreaming is evident in its focus on capacity building. Capacity building will lead to the creation of a new, less masculinized UNDP. The 2000 annual report of the UNDP administrator identified a need to focus on policy and planning as well as capacity building. More recent documents have addressed these concerns by illustrating ways in which gender matters in the UNDP'S six "practices areas," that is, democratic governance, poverty reduction, crisis prevention and recovery, energy and environment information and communications technology, and HIV/AIDS (UNDP 2002a,2003).

Given the UNDP'S decentralized structure, its process-focused approach to mainstreaming is a gargantuan task. Indeed, a 1998 review identified a series of

organizational constraints to the success of capacity building many reminiscent of issues identified ten years earlier, constraints that mainstreaming was supposed to overcome. These constraints included among others the isolation of focal points and their lack of information about management priorities; attitudes and priorities of resident representatives that did not necessarily include gender mainstreaming; the continued compartmentalization of gender issues into a separate area not considered relevant to other priority themes; a hierarchical organizational culture that did not encourage the participation of the junior staff who often served as focal points; and the lack of recognition women often faced from professional colleagues (Schalkwyk 1998, 35-37)

A review of UNDP supported activities in sub-Saharan Africa found that gender mainstreaming was lagging considerably. In the area of poverty eradication, fewer than half of the projects reviewed included some gender analysis, and only 33 percent employed a gender specialist. The picture was even more dismal in the area of governance. Here only 6 of 59 initiatives were based on a gender analysis, though 18 employed a gender specialist.

A recent review of gender mainstreaming in UNDP, shows, there is a considerable lack of gender expertise, and the goal of building capacity has been especially elusive at the national level; gender focal points lack resources and are marginalized; and-in a new twist-making gender a cross-cutting issue threatens to render the issue institutionally homeless.

Indeed, UNDP-often via UNIFEM has helped pioneer many creative innovations in gendering organizational processes, from gender indices and scoreboards to gender-responsive budgeting. Of the organizations reviewed, UNDP has the highest percentage of women in professional positions, increasing from 20.6 percent in the mid-1970s to 41 percent in mid-2002 (UNDP 2002, 1998; Jahan 1995). Furthermore, in response to the Gender Programme Team's critique, UNDP management has strengthened strategic programming and accountability by mainstreaming gender into work on the UN Millennium Development Goals and by using gender-responsive budgeting in building economic governance programmes. It also has strengthened reporting requirements and stepped up compulsory training and capacity building. There seems to be a commitment

to carry gender mainstreaming to its logical conclusion and make organizations dedicated to women's empowerment superfluous.

But what may get lost in the process is precisely the focus on women's empowerment. Feminists within UNDP have come to emphasize the need for a double-pronged approach that encompasses both gender mainstreaming and empowerment (UNDP 2003, 8). Treating gender as a cross-cutting issue has become a threat to organizational spaces that have made women's empowerment their primary goal. There is a movement toward increasingly implicating UNIFEM in gender mainstreaming within UNDP. UNIFEM sub-regional offices are being merged with UNOI' regional centers, and there is a stated intent to integrate UNIFEM'S work into UNDP programmes; to form joint UNIFEM/UNDP teams to analyze UNDP policies, programmes, and resource allocations; and to significantly increase UNIFEM support for gender mainstreaming in UNDP. The fact that this cooperation is intended to address the lack of UNDP resources for gender mainstreaming may not bode well for independent UNIFEM programming.

The UNDP experience illustrates co-optation of feminist agendas into broader organizational priorities. Mainstreaming gender into the UNDP subsumes gender equality under UNDP'S commitment to sustainable human development. Equality between women and men is desirable because "gender discrimination is the source of endemic poverty, of inequitable and low economic growth, of high HIV prevalence, and of inadequate governance" (UNDP 2002a, iv). The key to sustainability, for the UNDP, is participatory development and decentralization.

Check Your Progress Exercise 1:

Note: a) Use the space given below to answer the questions.

b) Compare your answer with the one given at the end of this unit.

1) What is the significance of UNDP's capacity building programme?

10.5 THE WORLD BANK: FITTING GENDER INTO A POLICY FRAMEWORK

The issue of gender mainstreaming came into focus at the World Bank at about the same time as it did at UNDP. In 1985 a new WID advisor was appointed at the Bank. In stark contrast to UNDP, her duties were to focus on policy. She was to "demonstrate how attention to Women in Development contributed to development objectives in a language that was acceptable to economists and to provide clear operational guidelines" (Miller 1998,152). In 1987 WID became one of four areas of special emphasis at the Bank. This was followed in 1988 by a new system in which all projects proposed by the Bank were to be analyzed for attention to WID during the approval stage.

In the early 1990s, management became concerned that gender was not being sufficiently integrated into World Bank projects and shifted attention to mainstreaming gender into organizational processes. The WID division was closed down and replaced with a Gender Analysis and Policy thematic group in an attempt to improve system-wide attention to gender issues via decentralization. This new group was process-oriented and was charged with the task of overseeing mainstreaming through education, both in training bank staff and aiding interested member states in devising appropriate strategies. The overseeing of policy previously performed by the WID division was not transferred to the thematic group but rather to a monitoring team responsible for both gender and poverty (Miller 1998, 155-56; Jahan 1995, 62)

In yet another major reorganization in 1997, attention to gender became institutionally subsumed under the Poverty Reduction and Economic Management (PREM) technical network, one of four major networks set up to support country level operations (World Bank, 2003a 1-2). Within PREM there is now a Gender and Development Board. The Board is charged with developing a rationale for Bank work on gender issues, research and learning on gender issues, training and outreach on gender issues, and the integration of gender into the Country Assistance Strategy process and private sector development activities, as well as the ongoing monitoring and evaluation of gender issues (World Bank 2003a:I). To assist the Board with implementing the work programmes it devises, there is also a Gender and Development Group within PREM which provides support to the Board (I). This institutionalization of gender issues within one of the Bank's new core

policy areas has been widely considered an important mainstreaming event (O'Brien et al. 2000, 44; World Bank 2001). It also has entailed a shift back to considering gender mainstreaming not only a matter of process but also a matter of policy and programmes. Even though advocates welcomed the move of gender issues under the PREM network, they pointed out that there continued to be few incentives to encourage Bank staff to consider gender issues and that the demand-driven system, under which the new gender unit operated, left it in a position where it had to "sell" its services in an inhospitable ideological environment focused on neoliberal economics (O'Brien et al. 2000,44-45). Further, there seemed to be few resources dedicated to mainstreaming gender in organizational processes under PREM. Indeed, a 1997 evaluation of World Bank activities on mainstreaming (Murphy, 1997) focuses almost exclusively on organizational outputs, primarily projects but also country assistance strategies and economic and sector work. Process elements specified did include the commitment of senior management to gender mainstreaming and the establishment of focal points. However, the work of focal points often is in addition to existing assignments and funding for regional teams has been low and insecure.

In recent years the World Bank has made significant progress both in developing and overarching policy rationale for the Bank's activities on gender and in devising a strategy for enhancing and improving its mainstreaming efforts. In particular, the 2001 World Bank policy report *Engendering Development through Gender Equality in Rights, Resources and Voice* links gender equality with economic growth, poverty reduction, and good governance. Based on the extensive data reviewed, the report calls for institutional reform "to establish equal rights and opportunities for women and men," "economic development to strengthen incentives for more equal resources and participation," and for "measures to redress persistent disparities in command over resources and political voice," legitimizing the integration of gender concerns in World Bank policies and projects and making gender fit into the language of economists (World Bank, 2001b 1-2). The 2002 report *Integrating Gender into the World Bank's Work: A Strategy for Action* also constitutes a significant step forward in mainstreaming gender in the World Bank. The report builds on the policy framework established in 2001, focusing on outlining strategies for action. The report identifies three major goals for mainstreaming gender:

(1) make Bank interventions responsive to country conditions and commitments, that is, make gender-related efforts "country led and country specific (2) make interventions more strategic and in line with the Bank's mission by focusing on gender issues that are "particularly important for poverty reduction, economic growth, and well-being"; and (3) improve the alignment of Bank policies, processes, and resources to support strategic gender mainstreaming (World Bank 2002b, 15-17). However, what really makes the 2002 report such a significant step forward for the Bank is that it operationalizes these general goals into a concrete, three-step process accompanied with a detailed timetable for implementation at all levels and a significant budgetary commitment. The process entails the preparation of a periodic Country Gender Assessment (CGA) for each country with an active lending programme; the development of a priority policy and operational interventions which respond to the CGA; and ongoing monitoring of the implementation and results of the policy and operational initiatives (World Bank 2002b, 18). While the focus is on process, it puts in the center policies and operational interventions. Unlike in UNDP, the process is a means to a defined policy end.

Thirty-three poverty reduction strategy papers included an extensive diagnosis of gender inequalities, an increase over the previous year but still a low percentage given the fact that women make up a disproportionate number of the poor. Furthermore, there was demonstrably greater attention to gender issues in project design and supervision. The review identifies as challenges for the future the need to go from gender analysis to gender-responsive actions and the need to pay attention to gender issues in sectors other than health and education. It furthermore recognizes the need for more extensive "client and staff capacity building."

The Bank's focus on policy content has led to charges that its co-opted radical agendas for institutional purposes. In particular, the 2001 report's linking of gender equality to free markets and economic growth raised consternation in the Bank's External Consultative Group on Gender, a civil society advisory group formed after the Beijing conference in order to establish a dialogue with feminists outside the Bank (World Bank 1999, 20). Aligning itself with World Bank rhetoric, the report celebrates economic growth as a means to gender equality. Gender inequality becomes a social issue needing social interventions, and gender mainstreaming in World Bank practice has concentrated

on social issues like health and education. In this way, the Bank has adjusted feminist arguments to the logics of liberal economics, isolating gender analysis from finance and macroeconomic interventions, the Bank's bread and butter issues.

Check Your Progress Exercise 2:

- Note:** a) Use the space given below to answer the questions.
b) Compare your answer with the one given at the end of this unit.
- 1) Give an account on the 2001 World Bank policy report on Engendering Development.

10.6 INTERNATIONAL LABOUR ORGANIZATION (ILO): FROM WOMEN'S RIGHTS TO GENDER MAINSTREAMING

The ILO'S concern with questions pertaining to women workers goes back to the first wave of the women's movement and the creation in 1926 within the office of a section responsible for women and children (Lubin and Winslow 1990, 209). Because of its long history of engaging with questions of social justice for women, the ILO has most firmly institutionalized policies in the area, formulated as international labor standards (conventions, recommendations, and declarations) and adopted by the International Labor Conference. Where UNDP has focused on organizational processes and the World Bank on fitting gender into its projects and programmes, the ILO has participated in defining gender equality through an arsenal of conventions and recommendations. They include most importantly the equal pay convention (1951), the convention against discrimination in employment and occupation (1958), the convention on workers with family responsibilities (1981), and the maternity protection convention (last revised in 2000). These instruments emerge from an institutional mandate of promoting human rights and social justice and from a philosophy that considers government action and the institutionalization of tripartism as key sources of change. This is in contrast to the

participatory and client-focused approach of UNDP and of the World Bank's technocratic advocacy of market reforms.

Two documents emerged from the ILO during the UN Women's Decade: the 1985 resolution on equal opportunities and treatment for men and women in employment and a 1987 plan of action that outlines the major areas of ILO activity toward the ends specified in the resolution. Means to accomplish these objectives included advising governments, training constituents, creating new standards, research, and technical cooperation activities. The language of mainstreaming does not appear in the documents, but one of the objectives listed in the plan is "to integrate women workers' questions fully into the overall programme of the ILO and ensure that women's issues feature adequately in research, information dissemination and technical cooperation activities" (ILO 1994, 132).

The ILO was slow to take up mainstreaming as a matter of changing organizational processes. It created a WID coordinator position in 1986 whose mandate it was to integrate women's issues into the ILO'S technical cooperation programmes (Miller 1998, 152-53). A systematic integration of gender perspectives into a standard setting became an issue only in 1989 when the ILO created the position of Special Adviser on Women Workers' Questions. Efforts at decentralization and mainstreaming included interdepartmental committees and projects, the creation of focal points, the appointment of Regional Advisors for Women Worker's Questions to the four ILO regional headquarters, and finally the implementation of an institution-wide staff training programme on gender in 1995 (156-57). Overall, ILO efforts suffered from the typical resource shortages. As at UNDP, many of the ILO personnel designated to address WID was expected to do so in addition to their prior responsibilities, an often impossible task. A 1998 UNRISD report on the ILO'S gender focal point system found weaknesses due to a lack of senior management commitment, a lack of clarity of the role of the special advisor, the lack of an integrated institutional approach, and a shortage of human resources for gender mainstreaming (summarized in U. Murray 2001).

The advent of a new director-general, Juan Somavia, in March of 1999 meant a leap forward in the ILO'S efforts to mainstream gender. Making gender mainstreaming a "high priority," Somavia changed the Office of the Special Advisor into the Bureau for Gender

Equality, giving it a direct reporting line to the director-general and increasing its human and financial resources in an era of zero-budget growth. Anticipating an opportunity for change, the special advisor had already initiated a research and team-building process in 1998 that created the basis for a new action plan and a policy statement. Senior management adopted the action plan, and the director-general issued a circular on gender equality and gender mainstreaming in December 1999. Both documents placed a strong emphasis on process issues, addressing both the structure of the organization and numbers of women in professional staff in addition to mainstreaming gender into technical and operational work. Four main areas of focus have emerged in practice: structural arrangements in the office, capacity building, an accountability system with adequate resources, and a gender-sensitive human resource policy. There are now gender teams in each technical sector under the guidance of their executive directors to influence programming and capacity building. At the technical and operational level there was a 156 percent increase in resources allocated to gender mainstreaming from the 1998-99 to the 2000-2001 (J. Zhang 2000; ILO, Governing Body 2000; ILO, Director-General's Announcements, 1999).

Capacity building played a key role in the early ILO efforts to mainstream. In 1999, the organization spent \$158,000 to conduct eighteen workshops to train staff on gender issues. These efforts moved from general awareness-raising to more specific issues (e.g., gender in social security, poverty eradication, etc.). Various departments, including those not typically focused on gender (e.g., standards, social protection, social dialogue), completed assessments on the degree to which gender has been considered in their work and have participated in workshops to build capacity. Beginning in 2001, the ILO introduced gender audits, a participatory methodology of self-assessment in which facilitators guided fifteen units to review the significance of gender in their work area together with successes and shortcomings. The audits served the purpose of organizational learning paired with a review of effectiveness. The gender bureau plans to institutionalize the audit in future budget cycles. Findings from the first audit are instructive on the process of gender mainstreaming within the ILO (ILO Gender Audit 2001-02 2002).

There has been considerable progress in mainstreaming gender into organizational processes. Although there are still shortcomings in implementation, the gender bureau is focusing on the development of improved indicators, monitoring and accountability systems, and tracking of expenditures to improve implementation. There is also an effort to define the roles and responsibilities of the gender focal points as catalysts while insisting that gender mainstreaming is the responsibility of all staff, including primarily senior management.

Despite the inclusion of gender equality in this definition, the gender audit identified a need to "define and deepen the understanding of gender equality concepts such as gender equity, empowerment of women, men and masculinities" as well as to "clarify what the gender equality issues are in the Decent Work agenda and define objectives" (ILO Gender Audit 2001-2002,14). Gender mainstreaming pushes the ILO beyond the equality policies formulated in existing standards and recommendations. Key among the issues to be addressed is the position of women in the global economy, their disproportionate representation in the informal sector, and the unique policy issues that arise from women's disproportionate work in the unpaid care economy.

With women vastly underrepresented in unions and employer organizations, tripartism constitutes a significant challenge for the ILO's organizational process strategy. For example, at the 2001 International Labor Conference, women made up only 20 percent of all delegates, down from 21 percent the previous year. Only 14.5 percent of the world representatives were female, and only 13.7 percent of the employer representatives. Moreover, of 410 speakers in the plenary only 12 percent were women (phone interview of Elisabeth Prugy with Jane Youyun Zhang, to July 2001: ILO Gender Audit 2001-2002, 65). The difficulty that unions and employee organizations have had in including women, together with a reluctance to include women's NGOS and women's machineries in tripartite social dialogues, is a measure of the challenge the ILO faces in its efforts to feminize the institution.

The ILO's focus on tripartite social dialogue constitutes the equivalent of the World Bank's commitment to market forces and the UNDP'S focus on participatory development. The foci constitute core commitments of these organizations that are difficult to change without challenging the very existence of the organization. They

demand, from the organization's perspective, a co-optation of feminist purposes (Lotherington and Flemmen 1991). Mainstreaming is unlikely to change such core organizational values; whether this necessarily undermines the goal of gender equality is a matter of debate.

10.7 UN WOMEN

In July 2010, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. In doing so, UN Member States took an historic step in accelerating the Organization's goals on gender equality and the empowerment of women. The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact. It merges and builds on the important work of four previously distinct parts of the UN system, which focused exclusively on gender equality and women's empowerment:

- Division for the Advancement of Women (DAW)
- International Research and Training Institute for the Advancement of Women (INSTRAW)
- Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI)
- United Nations Development Fund for Women (UNIFEM)

The main roles of UN Women are:

- To support inter-governmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms.
- To help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it, and to forge effective partnerships with civil society.
- To hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress.

Meeting the Needs of the World's Women

Over many decades, the UN has made significant progress in advancing gender equality, including through landmark agreements such as the Beijing Declaration and Platform for

Action and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Gender equality is not only a basic human right, but its achievement has enormous socio-economic ramifications. Empowering women fuels thriving economies, spurring productivity and growth.

Yet gender inequalities remain deeply entrenched in every society. Women lack access to decent work and face occupational segregation and gender wage gaps. They are too often denied access to basic education and health care. Women in all parts of the world suffer violence and discrimination. They are under-represented in political and economic decision-making processes.

For many years, the UN has faced serious challenges in its efforts to promote gender equality globally, including inadequate funding and no single recognized driver to direct UN activities on gender equality issues.

UN Women was created to address such challenges. It will be a dynamic and strong champion for women and girls, providing them with a powerful voice at the global, regional and local levels.

Grounded in the vision of equality enshrined in the UN Charter, UN Women, among other issues, works for the:

- elimination of discrimination against women and girls;
- empowerment of women; and
- achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

Check Your Progress Exercise 3:

Note: a) Use the space given below to answer the questions.

b) Compare your answer with the one given at the end of this unit.

1) What are the roles of UN Women?

10.8 SUMMING UP

Multilateral institutions have thus at least responded to feminist demands to mainstream gender. To a surprising degree they have incorporated mainstreaming into their practices. They have done so on their own terms, fitting feminist demands to organizational purposes in different ways. For UNDP this has entailed subsuming the goal of gender equality to participatory sustainable development, for the World Bank to the rules of the market, and for the ILO to tripartism and social dialogue. Institutional purposes have allowed for different ways to mainstream.

For UNDP, the emphasis on participation precluded writing a gender policy and put the focus on creating national and international capacities and a more accountable, feminine and democratic UNDP. For the World Bank, free market commitments precluded infusing gender into policies and shifted advocates' attention away from process in the early 1990s. However, a tempering of free market dogmatism has opened conceptual space for a gender policy that focuses on the institutions of the market at the turn of the century. For the ILO, a long-standing concern for women workers in its policies led to complacency regarding gender mainstreaming in the organization itself, an issue that is now being rectified. Mainstreaming gender in the ILO poses a challenge to the core value of a class-based tripartism.

Organizational strategies thus are no substitute for movement strategies, and gender mainstreaming will be successful from a feminist perspective only if the movement remains involved in the process. Indeed, feminist activists have recognized the need for movement action to ensure that organizations are held accountable, not on the basis of their own priorities but on the basis of movement goals.

Mainstreaming enables systematic attention to the differential impacts of policies and programmes on women and men in organizational processes and outcomes and in this way addresses the structural embeddedness of gender inequality. At the same time, the experience reviewed here confirms that processes of co-optation are taking place and supports critics who have long warned of this danger associated with mainstreaming. It cautions feminists not to see gender mainstreaming as the be-all and end-all but to complement institutional with movement strategies. Movement agitation and critical

research can take advantage of the knowledge produced by feminists inside international organizations and offer critique from a distance. In this way, movement activists and scholars can be an important source of support to femnocrats inside organizations, providing ammunition and legitimacy while holding organizations accountable.

10.9 GLOSSARY

Tripartism: Tripartism refers to the representation of workers and employers sectors in decision and policy making bodies of the government.

Femocrat: Femocrat is the name used to describe feminists who are working in the bureaucracy, holding a senior position. Some of them can be senators or members of the judiciary.

10.10 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check Your Progress Exercise 1:

1. The centrality of process in UNDP'S approach to mainstreaming is evident in its focus on capacity building. Capacity building will lead to the creation of a new, less masculinized UNDP. The 2000 annual report of the UNDP administrator identified a need to focus on policy and planning as well as capacity building.

Check Your Progress Exercise 2:

1. The 2001 World Bank policy report Engendering Development through Gender Equality in Rights, Resources and Voice links gender equality with economic growth, poverty reduction, and good governance. Based on the extensive data reviewed, the report calls for institutional reform "to establish equal rights and opportunities for women and men," "economic development to strengthen incentives for more equal resources and participation," and for "measures to redress persistent disparities in command over resources and political voice," legitimizing the integration of gender concerns in World Bank policies and projects and making gender fit into the language of economists.

Check Your Progress Exercise 3:

1. The main roles of UN Women are:
 - To support inter-governmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms.
 - To help Member States to implement these standards, standing ready to provide suitable technical and financial support to those countries that request it, and to forge effective partnerships with civil society.
 - To hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress.

10.11 REFERENCES

Elisabeth Prugl and Audrey Lustgarten. 2006. "Women Gender Development". In Jaquette Jane, s and Gale Summerfield eds. *Women and Gender Equity in Development Theory and Practice: Institutions, Resources and Mobilisation*. London: Duke University Press.

ILO. 1994. *Women and Work: Selected ILO policy documents*. Geneva: ILO office.

Jahan, Rounaq. 1995. *The elusive agenda: Mainstreaming Women in Development*. London: Zed Books.

Lotherington, Anne Therese, Anne Britt Flemmen. 1991. "Negotiating Gender: The case of ILO". In *Gender and Change in Developing Countries*, edited by Kristi Anne Stolen and Mariken Vaa, 273-307. London: Norwegian University Press.

Lubin, Carol Riegelman and Anne Winslow. 1990. *Social Justice for Women: The ILO and Women*. Durham: Duke University Press.

Miller, Carol. 1998. "Gender Advocates and Multilateral Development Organisations: Promoting Change from Within". In *Missions and Mandarins*, eds by Carol Miller and Shra Razavi, 138-71. London: Intermediate Technology Publications.

Murphy, Josette. 1997. *Mainstreaming Gender in World Bank Lending: An update*. Washington D.C: World Bank.

Schalkwyk, Johanna. 1998. *Building Capacity for Gender Mainstreaming: UNDP's experience*.

<http://www.undp.org/gender/capacity/mid-term-review.html>.

UNDP. 2003. *Transforming the mainstream: Gender in UNDP*. New York: UNDP.

UNDP. 2002. Gender Equality: Practise Note. NewYork: UNDP.

UNIFEM. 2000. Progress of World's Women 2000. NewYork:UNIFEM.

World Bank. 2003. Gender and Development in the World Bank.

<http://www.worldbank.org/gender/overview/aboutgnet.htm>.

World Bank. 2001. About gender and development in World Bank.

<http://www.worldbank.org/gender/info/aboutgnet.htm>.

WorldBank.1999. The Gender Fimension of Development: Operational Policy 4.20.

Based on Enhancing Women's Participation in Economic Development: World Bank policy paper (1994).

10.12 QUESTIONS FOR REFLECTION AND PRACTICE

1. Explain the history of gender mainstreaming in international organizations.
2. Analyze the gender policy framework of the World Bank.
3. How ILO did shifts its approach from women's rights to gender mainstreaming?