
UNIT: 5 INTERNATIONAL INITIATIVES – UNDP

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5.1 INTRODUCTION

Following the Fourth World Conference on Women (Beijing, 1995), development agencies like UNDP agreed to adopt “gender mainstreaming” as a new strategy for ensuring the incorporation of gender perspectives in all areas and sectors, and at all levels, to promote gender equality. The strategy would go beyond focusing on women in isolation, to look at both women and men as actors in and beneficiaries of development – and how their rights are defined *relative to each other*. In this Unit you will study about the initiative taken by UNDP to mainstream gender.

5.2 OBJECTIVES

After studying this Unit, you should be able to:

- Explain the initiatives taken by UNDP in the process of gender mainstreaming;
- Analyze important policy dimensions on gender mainstreaming in UNDP; and
- Evaluate the role played by UNDP in mainstreaming gender.

5.3 UNDP AND GENDER MAINSTREAMING

There is a widespread tendency in UNDP and elsewhere to conflate “gender” with women. For some “gender” is merely another way to say “women.” In programme design, this would mean adding an activity for women to a project and in the evaluation stage counting the number of women who have benefited. Some UNDP staff equate “gender mainstreaming for human development” with gender equality in the organization’s management of human resources. Many in UNDP, and among its partners, *do* recognize that gender is about gender relations and about analyzing gender roles and responsibilities, which are determined by social and cultural factors and which are therefore changeable. It is readily accepted that development assistance, whether relating to household nutrition or to natural resource management, must be grounded in social analyses that include an understanding of gender-based roles.

The more contested dimension relates to the political dimensions of gender analysis. Challenging discrimination, exclusion, oppression or subordination are all political acts. Gender relations are also a concern for development because they are relations of inequality and injustice – and accepted definitions of sustainable human development encompass respect for human rights and justice. Gender mainstreaming puts in context the continuing subordination of women as a gender; but it is often necessary to address men’s gender roles and identities to make an impact on women’s subordination, as for example in preventing the spread of HIV/AIDS or violence against women.

Technically, UNDP's understanding of gender mainstreaming is guided by the ECOSOC definition of gender mainstreaming which the organization has adopted:

“...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of all policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”

The following three points summarize the understanding of what gender mainstreaming implies across the core functions of UNDP:

(1) Ensuring that gender analysis is an integral part of all activities undertaken by UNDP, including but not limited to: country assessments, baseline research, and programme/project design, programme/ project implementation, and all monitoring and evaluation. This must be consistent with the ECOSOC definition, ensuring that UNDP activities do not have negative impacts on gender equality, and that women and men benefit equally.

(2) Making support for gender equality a key element of all policy dialogue with partners, including governments, other donors and civil society organizations. Taking due cognizance of United Nations commitments to gender equality, partner governments' own commitments to gender equality (for example CEDAW and the Beijing Platform for Action) and local perspectives and priorities regarding gender equality.

(3) Developing and implementing institutional strategies to ensure that UNDP develops and maintains appropriate capacity to achieve gender mainstreaming, including policies, expertise, human resource policies, and sufficient resources for effective implementation.

The following sections will cover:

- The extent to which UNDP has mainstreamed gender to promote gender equality in policies and programming;
- UNDP's capacity for gender mainstreaming;
- Leadership and management of the gender mainstreaming process;

- Advocacy and partnerships;
- Monitoring and reporting; and
- Financial and human resources.

5.4 GLOBAL CONTEXT

It has been a decade since the Fourth World Conference on Women in Beijing, the Beijing Platform for Action, and the commitment and dynamism that immediately followed. Since then there has been significant progress. There is greater awareness of gender equality issues among governments and the public at large. Recognition is increasing of the negative effects on women of major global political and economic changes, including globalization, market liberalization, and use of new technologies, migration and conflicts. Noting this trend, the UN Secretary-General's 2005 Report states:

“There have clearly been some notable gains for women [since 1995]: increased visibility in elected assemblies and state institutions; some closing of gender gaps in primary, and to a lesser extent secondary, school enrolment; a larger female presence in the labour market and in labour flows that cross international borders; and lower fertility rates... One of the remarkable achievements was in bringing issues of sexual and reproductive health and rights, violence against women, and inequality of power in gender relations to the centre of global and national debates.”

The same report however, also notes that public attitudes towards the advancement of women and gender equality have not changed at the same pace as policies, institutions and legal frameworks, or at the same pace in all regions.

After ten years, advocates for women's rights and gender equality not only confront new challenges but also have suffered some backlash and a number of setbacks. The Secretary-General's 2005 report sums it up:

“... Some radical attacks on human rights and women's rights agendas have resulted from the resurgence of religious identities that include assertion of “traditional” gender roles and systems of authority...The global political environment in which economic justice and gender justice have to be negotiated has been less favourable in recent years. Human rights and

women's agendas, and the entire multilateral framework in which the gains of the 1990s were made, have been weakened by the current global crisis occasioned by terrorism, militarism, war and unilateralism."

In such an environment, gender – which does not always have sufficient priority – has been pushed even further behind issues of global security and defence. Armed conflicts and human insecurity; poverty and growing inequalities in and between states; globalization and its effects, and HIV/AIDS have all contributed to this trend. Investments in “defence” and “security” typically undermine efforts to invest in human welfare.

Continuing wars and intra-state conflicts which target civilian populations pose new and greater threats to women. Not only are women victims in conflict and post-conflict environments, but gender discrimination pushes them to the margins in building new governments and economies.

Compounding these trends are, first, poverty and the ever-widening inequality gap between and in countries, and the devastating impact of HIV/AIDS. Current trends show that HIV/AIDS threatens to slow or stop economic growth in the most seriously affected countries, and damage or destroy the social fabric, removing many of the women and men with the skills and talents necessary for development. These impacts on women include the demands of taking care of sick parents, husbands or children and acting as sole breadwinners. Women cannot sustain even modest advances in the labour market while such needs pull girls out of school. Girls and women in the poorest countries are the most vulnerable to infection. HIV/AIDS not only takes gender-specific tolls on physical health, lifestyles and opportunities, but also illustrates as never before how the power and resources of gendered relations undermine efforts for the protection and progress of humankind.

Second, globalization has increased inequalities in most developing countries. The global flow of goods and labour has generated employment for women in some countries in Central America and South and South-east Asia: but these changes can involve gender-based discrimination, health risks, and negative impacts on families and communities. Free trade without labour and environmental protection has impacts both on women and on gender relations.

Globalization has also increased the trend to informal employment, leaving new generations of women workers at the mercy of unregulated international production chains. Environmental deterioration and disaster affect women and men differently, although differentiated knowledge and power over natural resources is often ignored.

The astonishing advances in information technologies are launching revolutionary change for some but leaving many others behind. While there are many small projects seeking to provide girls and women with access to IT, they are pushing against a powerful trend, which gives substantially greater opportunities to men.

Women are increasingly feeling the impacts of gender discrimination in the workforce. They are frequently the last hired and the first fired; and they are often subject to sexual harassment when they cannot afford to walk away from limited job opportunities. One of the worst manifestations of denying women's rights is the ever-growing level of trafficking in women and girls, often in and from the poorest countries in the world. Women are being treated as commodities for sale. They are duped or forced into sex work in or outside their regions. Western Europe and North America, parts of Asia and Central and Eastern Europe are the worst affected. Despite new challenges, there is some progress in international norms and principles, which have the potential to reduce gender inequality. These include principles of inclusion and participation; human rights; sustainable human development, and good governance.

There is an ever-broadening acceptance of women's empowerment and gender equality as international norms, as indicated by countries' ratification and reporting on CEDAW, and acceptance of the Beijing Platform for Action reaffirmed in 2000 and 2005. This progress is tempered by the continuing application of reservations by many countries. In the UN system, UNDP and UNIFEM were among the early voices and support for gender mainstreaming, but most international development partners and donors are now equally committed to gender mainstreaming. There have also been significant improvements in concerted regional and international actions for women's rights and gender equality. The Millennium Development Declaration of 2000 and the resultant Millennium Development Goals (MDGs) and targets, which capture a decade of UN conventions and international norms, place gender equality (Goal

3) at the centre of their concerns. The World Summit in September 2005 further enhanced the significance of women's empowerment and gender equality for ending poverty. The Rome statute of the International Criminal Court (ICC), which treats rape as a war crime is a positive development in combating sexual violence against women in conflict situations.

In sum, there have been major advances globally by governments and non-governmental organizations to recognise and address gender inequities. The responses have varied, however, even as a majority of nations have taken steps to integrate gender into their development agendas.

5.5 UNDP CONTEXT

The second context in which to assess gender mainstreaming in UNDP is that of the organization itself. UNDP's position and opportunities stem from its mandate and strategic role in the UN's family of multilateral development institutions. Partners regard it as impartial – often comparing it more favourably to bilateral donors – and as fully committed to respecting international treaties and norms. Many stakeholders consider UNDP as a legitimizing partner, supporting internationally accepted values and norms. UNDP's mandate for advancing gender equality derives its legitimacy from CEDAW, the Beijing Platform for Action and the Millennium Development Goals. Civil society stakeholders often view UNDP as a reliable “honest broker.” Governments see it as trustworthy and respect its advice. UNDP has particular leadership responsibilities, which entail the obligation as well as the opportunity to promote gender equality. It chairs the UN Development Group and in that capacity has responsibility for supporting countries to achieve the Millennium Development Goals. In addition, UNDP hosts the Resident Coordinator system at the country level. UNDP has demonstrated intellectual leadership through the Human Development Report and its work on democratic governance.

Over the past decade, UNDP has been undergoing many changes, sometimes under severe budget constraints, which have influenced the context for gender mainstreaming. UNDP's Business Plan 2000-2003 re-oriented UNDP's approach towards a “knowledge-based” organization, giving more priority to advocacy and upstream policy advice. It also narrowed

UNDP's focus from six thematic areas to five practice areas, and dropped gender equality, which became a crosscutting theme and later a "driver" (See Multi-Year Funding Frameworks 2000-2003 and 2004-2007).

Throughout the decade, there was constant reorganization, including the reprofiling of the country offices and HQ units. In 1999, UNDP also adopted a results-based management approach, leading to changes in the design of programme management and monitoring systems such as MYFF reports and the ATLAS accounting system. There was also greater attention to strengthening of cooperation and coordination in the UN system, which had particular implications for UNDP as the lead coordinating agency.

Lastly, there is a history of policy development on gender mainstreaming and of undertaking reviews and evaluations of aspects of gender mainstreaming at UNDP. Recently UNDP's Gender Unit completed an internal review of progress and challenges, resulting in the report *Transforming the Mainstream*, and a June 2004 Management response. In November 2004, for review in January 2005, UNDP put forward a proposed UNDP corporate gender strategy and action plan that "rests on three major dimensions: (a) *Develop capacities* – both in-country and in-house – to integrate gender concerns in all practice areas and in global, regional and country programmes; (b) *Provide gender responsive policy advisory services* that promote gender equality and women's empowerment; and (c) *Support specific interventions that benefit women* and scale up and expand innovative models such as those developed and tested by UNIFEM." This means that policy and strategy development has been going on during the course of this evaluation, and its findings and recommendations should be considered in this light.

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) List the UNDP's corporate gender strategy.

5.6 IMPORTANT POLICY DECISIONS ON GENDER MAINSTREAMING IN UNDP

Some of the important policy decisions on gender mainstreaming in UNDP is given below:

- 1987: First Gender in Development Division created
- 1992: Gender in Development Division converted into the Programme in Development Programme in the Bureau for Development Policy to promote gender equality and the empowerment of women in UNDP, provide guidance on gender policy, and advance gender as a cross-cutting theme;
- 1994: Gender Balance in Management Policy (1995-1997)
- 1996: Administrator initiates “Direct Line 11”: 10 percent of global programming and 20 percent of regional programming to gender mainstreaming and the advancement of women;
- 1998: Gender Balance in Management Policy Phase 2 (1998-2001)
- 2000: Gender becomes a strategic goal in UNDP’s Strategic Results Framework (SRF) and a crosscutting issue in the six practice areas;
- 2001: UNIFEM Executive Director designated champion of gender equality in UNDP “in her personal capacity” (Administrator’s Memo, 16 August 2001)
- 2003: Gender Balance in Management Policy (2003-2006)

- 2004: Gender equality becomes a driver of development effectiveness as well as a service line in the strategic goal of achieving the MDGs and reducing human poverty (MYFF 2004-2007);
- 2004: UNIFEM Executive Director designated Special Advisor to the Administrator on gender
- 2004: UNDP institutes Gender and Diversity Scorecard to measure and monitor the effectiveness of UNDP's gender balance in personnel policy;
- On 23 June, 2005 the Executive Board adopts the UNDP Corporate Gender Strategy and Action Plan prepared by the Gender Unit, while also urging UNDP to “further expand its work on gender mainstreaming, including through the increase of financial and human resources to support the implementation of the action plan.”

5.7 GENDER MAINSTREAMING IN PRACTICE AREAS

This section discusses gender mainstreaming in UNDP's core business, its substantive programme work. The purpose of institutional policies and measures is to influence the substance of the programmes, which is the foundation and mechanism for promoting gender equality. UNDP works on three levels:

- Knowledge generation and management, much of it at headquarters, but increasingly at the country and regional level, through knowledge management networks;
- Implementation through country regional or global programmes in partnership with governments and civil society; and
- International leadership, consistent with international treaties and norms upheld by the agencies of the United Nations.

5.8 TERMS OF REFERENCE – GENDER MAINSTREAMING IN UNDP

UNDP's approach followed the evolution from WID to GID by providing support through projects and by its advocacy work at the country, regional and global level. One of UNDP's contributions to the debate on gender was the Human Development Report of 1995 on gender disparities, with the introduction of two composite indices – the gender related development index (GDI) and the gender empowerment measure (GEM).

According to UNDP's policy note on gender equality: "There are two complementary approaches to achieving gender equality: mainstreaming gender and promoting women's empowerment. Both are critical. Women's empowerment is central to human development. Human development as a process of enlarging people's choices cannot occur when the choices of half the humanity are restricted. Targeted actions aimed at empowering women and righting gender inequities in the social and economic sphere, as well as in terms of civil and political rights, must be taken alongside efforts to engender the development process. Gender mainstreaming means being deliberate in giving visibility and support to women's contributions rather than making the assumption that women will benefit equally from gender-neutral development initiatives."

The policy note further outlines UNDP's agenda for gender equality, which follows a three-pronged approach:

- develop in-country and in-house capacity to integrate gender concerns in the six practice areas;
- provide policy advice that is both pro-poor and pro-women; and
- support stand-alone operational interventions for gender equality in collaboration with UNIFEM.

The strategic results framework of the multi-year funding framework, (MYFF) for the period 2000- 2003 provided a corporate focus on strategic goals— gender; enabling environment; poverty reduction; environment; special development situations, and support to the UN. In the second MYFF, covering the period 2004-2007, UNDP revised the strategic goals based on the

MDGs, country-level demand for UNDP support, the Secretary General's reform programme and transformation of UNDP in terms of operational effectiveness.

The five goals of the MYFF are: achieving the MDGs and reducing human poverty; fostering democratic governance; energy and environment for sustainable development; crisis prevention and recovery; and responding to HIV/AIDS. Gender is no longer a strategic goal but "specific actions will be taken to infuse the gender perspective into all strategic goals. Recognizing that gender equality and women's empowerment are integral to the development process, UNDP will continue to accord high priority to the gender dimension in all its programmes." As part of the organizational strategy, the MYFF identifies five key drivers of development effectiveness including promoting gender equity. "These drivers are sometimes considered cross-cutting issues which need to be emphasized in all the service lines." In addition, gender mainstreaming is a service line of the goal of achieving the MDGs and reducing human poverty.

UNDP also introduced specific policy guidelines to ensure that resources would be available, among them Direct Line 11 (November 1996) and the thematic trust fund (November 2001). This followed an analysis of UNDP programmes indicating that only 6.7 percent of resource allocations in 1994-1995 were in the category of advancement for women, compared to over 20 percent in each of the areas of poverty, governance and environment. It further stated, "By and large, in the cases under review, gender was superficially added to the project background to pass the screening process, but rarely integrated into the operating assumptions of the development sectors, and attempting a gender focused sustainable human development (SHD)." In November 2001, UNDP set up a specific thematic trust fund on gender to support programme countries' efforts to mainstream gender through national capacity building; advocacy; scaling up innovation, and sharing knowledge. While each of UNDP's thematic trust funds aims to mainstream gender into its service lines, the one on gender is intended to accelerate, deepen and reinforce such mainstreaming.

In 2002, UNDP introduced a second gender balance in management policy 2003-2006, (the first one was 1998-2001). Among its key provisions, the policy establishes a corporate goal of 50/50

gender distribution by 2010 for all levels, including Assistant Secretary General (ASG), and all categories of staff and positions. In addition, annual gender targets will be established at the bureau and office levels, with accountability features for tracking and evaluating progress towards them. It is understood that gender mainstreaming is an approach and gender equality is a goal. These terms of reference refer to gender mainstreaming and promotion of gender equality, because this is how the terms are used in the UNDP's policy notes and guidance, and to ensure consistency when referring to them.

Box 5.1: Roars 2000 and 2001 Results on Gender

The results-oriented annual reports (ROARs) for 2000 and 2001 show signs of increasing activity on gender in UNDP, both in the number of countries' reporting and in the scope of activities. Ninety programme countries (representing about 60 percent of all country programmes) reported gender-specific programmes in 2001, compared with 75 in 2000.

Eighty-nine programme countries reported on gender across other goals, an increase of 25 percent in comparison with 2000, and 51 (or 57 percent) reported on joint UNDP/UNIFEM initiatives, a marked increase from the previous year. Specific interventions related to women's empowerment feature more prominently – both numerically and substantively – in the ROAR for 2001.

The ROAR 2001 also contains some dispiriting findings, chief among them the suggestion that financial allocations for gender amount to a mere 1 percent of UNDP's resources. However, the coding of projects and programmes and the recording of their expenditure does not allow meaningful conclusions to be drawn about the organisation's commitment to gender equality. Programmes in which gender is mainstreamed, or in which gender is not the primary focus, are not counted as gender expenditure, but are classified according to their main sector of intervention. Only stand-alone women's projects are recorded as spending on gender. The 1 percent figure may well underestimate the share of UNDP's resources devoted to the goal of gender equality. Nonetheless, there is considerable scope for improving UNDP's gender response. An in-depth analysis of a sample (10 percent) of the 2001 ROAR reports found significantly fewer progress statements for the gender goal than for the other goals. Furthermore,

what was reported for gender tended to be less specific than what was reported for the other goals.

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) List out UNDP's agenda for gender equality.

5.9 SUPPORTING GENDER EQUALITY THROUGH NATIONAL MACHINERIES FOR WOMEN OR GENDER EQUALITY AND GOOD GOVERNANCE

More and more governments have established some kind of national machinery responsible for the needs of women and/or gender equality. This evaluation has found evidence of UNDP support and collaboration with such units in most of the countries studied.

UNDP support for such national machineries has played a critical role: Where there are strong gender expertise and a feminist movement, such as in the Philippines, UNDP's support lends legitimacy and encourages national and international recognition. In countries where there are no strong women's movements, no funding and no governmental unit it is likely that these national units would not have existed without the financial and political support of UNDP. This is true for many countries in the Commonwealth of Independent States (CIS) and the Balkans.

Initially such collaboration may have focused on preparations for the Beijing conference 1995 or Beijing +5 in 2000. This experience has been a source of learning – such as that such units often lack capacity and expertise, are frequently without national funding (and dependent, therefore, on donors), and likely to be marginalized, rather than working with other ministries to mainstream gender across the government. There is a need to take stock, and then extend the

thinking of the UNDP gender mainstreaming evaluation to considering how UNDP may support gender mainstreaming at the national level in more strategic ways.

Box 5.2 : Example of Full-Fledged Gender Unit At Country Level – El Salvador

The El Salvador country office is an example of an office with substantial gender capacity and demonstrates the potential of how to increase capacity at country level. It now has a dedicated Gender Unit, consisting of two full time professionals with clearly defined functions and responsibilities and corresponding terms of reference's (TOR's), although their contractual status is not at the same level than that of other programme officers. Two young women interns, funded by a Spanish university, support the work of the Unit. This is an advance on 1997, when there was a single Gender Focal Point whose main contractual responsibility (80 percent) was with the inter-agency team, leaving only 20 percent of her time for work on gender mainstreaming.

5.10 EVALUATION OF UNDP'S GENDER MAINSTREAMING INITIATIVES

The key shortcomings in UNDP's progress towards gender mainstreaming are:

- Gender mainstreaming has not been visible and explicit.
- Until recently UNDP had no corporate strategic plan on how to operationalize its gender mainstreaming policy; any country offices still lack gender mainstreaming strategy and action plans.
- Steps taken have been too simplistic and too mechanistic, reflecting a lack of understanding and capacity about gender mainstreaming.
- As an institution, UNDP has not acted on previous assessments identifying similar shortcomings and has given UNDP staff and partners mixed signals about its commitment to gender mainstreaming and what it expects of them.

Several initiatives have had some positive results, but these are scattered “islands of success”, which are probably not sustainable because they depend on individual interest and efforts rather

than on a corporate approach backed by institutional systems and mechanisms. Success has been based on the convergence of the following elements:

- Strong commitment and leadership from management;
- A clear and proactive strategy and policy for gender mainstreaming;
- Qualified senior gender expertise to advise on gender mainstreaming in the country programme;
- Awareness of gender mainstreaming as a collective organizational responsibility;
- Systematic training on gender mainstreaming concepts, tools and thematic issues; and
- Dedicated financial resources for gender mainstreaming.

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 are the shortcomings of UNDP’s progress towards gender mainstreaming?

5.11 SUMMING UP

While there are commendable efforts to mainstream gender in UNDP’s practice areas, the evaluation of UNDP’s efforts suggest that UNDP has not fully succeeded. There have been shortfalls and missed opportunities in the extent and quality of gender mainstreaming. UNDP’s gender mainstreaming mandate and strategy include actively promoting gender equality. The extent to which UNDP country offices take up this responsibility, and how visible it is, varies considerably from country to country. The emphasis on learning lessons will help UNDP understand what has and what has not worked, as a guide for future planning.

5.12 GLOSSARY

Strategic Results Framework: Strategic Results Framework provides a joint vision for action to advance implementation of certain policies, programmes, projects or schemes.

Terms of Reference: Terms of reference describe the purpose and structure of a project, committee, meeting, negotiation, or any similar collection of people who have agreed to work together to accomplish a shared goal. The terms of reference of a project are often referred to as the project charter.

Commonwealth of Independent States: The Commonwealth of Independent States is a regional organization whose participating countries are former Soviet Republics, formed during the breakup of the Soviet Union.

5.13 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check Your Progress Exercise 1:

1. The strategies are:

(a) *Develop capacities* – both in-country and in-house – to integrate gender concerns in all practice areas and in global, regional and country programmes; (b) *Provide gender responsive policy advisory services* that promote gender equality and women’s empowerment; and (c) *Support specific interventions that benefit women* and scale up and expand innovative models.

Check Your Progress Exercise 2:

1. UNDP’s agenda for gender equality are:

- develop in-country and in-house capacity to integrate gender concerns in the six practice areas;
- provide policy advice that is both pro-poor and pro-women; and
- support stand-alone operational interventions for gender equality in collaboration with UNIFEM.

Check Your Progress Exercise 3:

1. The key shortcomings in UNDP's progress towards gender mainstreaming are:
 - Gender mainstreaming has not been visible and explicit.
 - Until recently UNDP had no corporate strategic plan on how to operationalize its gender mainstreaming policy; any country offices still lack gender mainstreaming strategy and action plans.
 - Steps taken have been too simplistic and too mechanistic, reflecting a lack of understanding and capacity about gender mainstreaming.
 - As an institution, UNDP has not acted on previous assessments identifying similar shortcomings and has given UNDP staff and partners mixed signals about its commitment to gender mainstreaming and what it expects of them.

5.14 REFERENCES

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5.15 QUESTIONS FOR REFLECTION AND PRACTICE

1. How did UNDP ensure that gender analysis is an integral part of all its activities?
2. Explain UNDP's institutional framework for mainstreaming gender.

3. What are the gender mainstreaming practice areas in UNDP? Briefly explain them.

