

Inter-Agency Meeting on Women and Gender Equality

Workshop report

**Meeting the challenge of gender mainstreaming in
the programme budget process**

**ILO, Geneva
22-23 November 2001**

January 2002

Executive Summary

The workshop on “Meeting the challenge of gender mainstreaming in the programme budget process” in the United Nations was organized by the Bureau for Gender Equality, ILO in collaboration with the Taskforce on Gender Mainstreaming in the Programme Budget Process of the Inter-Agency Meeting on Women and Gender Equality (IAMWGE), and held in Geneva in November 2001. Since 1998 the Taskforce has carried out a number of initiatives, including an overview of the UN system, and 10 in-depth entity case studies, on gender mainstreaming in the programme budget process. The central objective of the workshop was to bring together programme budget officers and gender focal points in European-based UN entities for comparative analysis of these entities experience in gender mainstreaming in the programme budget process. The workshop involved: presentations on their experience from ILO, UNCTAD, FAO and WHO; a report on the work of the Taskforce and synthesis of findings to date; three working groups analyzing: programme budget planning, development of results statements and indicators, and monitoring and assessment; and observations and concluding comments by the ILO Director-General, Mr. Juan Somavia, who strongly endorsed the process of gender mainstreaming in the programme budget process in ILO.

Main findings from the workshop were that:

Individual entity experiences

All presenters noted the substantial changes that had taken place in the UN system with the strengthening of results based budgeting approaches. The development of strategic approaches had gone hand in hand with greater attention to gender mainstreaming, suggesting that the streamlining of planning was likely to support gender mainstreaming. Participants also noted that there was likely to be increased attention to gender perspectives only where staff were proactive and there was an understanding of gender equality in relation to the entity programme of work. Even where entities were carrying out extensive work promoting gender equality, this was not always adequately reflected in the programme budget.

Constraints to gender mainstreaming in the programme budget

The main constraints discussed in the workshop were:

- Entities have not established overarching statements on their contributions to the promotion of gender equality in their programme budget documents. Subsequently there is little understanding of the likely overall contribution of entities to gender equality, nor are the gender equality goals of individual programmes linked to an overarching goal;
- Entities have not as yet established adequate institutional mechanisms for gender mainstreaming in the programme budget;

- Development of adequate and relevant gender-sensitive indicators has proven problematic; and
- Monitoring and assessment functions are generally weak.

Institutional mechanisms

- Adequate gender mainstreaming in the programme budget process is unlikely to occur unless there is proactive support from senior management;
- Work on gender mainstreaming in the programme budget should be led by the programme budget office or its equivalent, with the support of the gender focal point/unit;
- Institutional mechanisms necessary for adequate gender mainstreaming in the programme budget process include: a gender equality policy; a plan of action for gender mainstreaming that explicitly recognizes the importance of gender perspectives in the programme budget; and institutionalized dialogue between programme budget staff, programme staff and gender focal points; and
- Developing a programme budget is a political process involving a number of parties, most particularly Member States; because of this there may be a trade-off between what is technically acceptable (in terms of good results statements and indicators) and what is politically acceptable to Member States.

Future work

There was consensus that the constraints noted need to be overcome by concerted efforts of capacity development of programme budget and other entity staff. Much can be done with current resources, through improved planning processes – for example, adequately reflecting ongoing work in the entity promoting gender equality. Strengthening monitoring and assessment however was seen to require extra resources. The presentations and working groups noted a number of initiatives from across the system, including the Gender Audit at ILO, the audit on gender mainstreaming at FAO, efforts to strengthen evaluations at UNCTAD, and for more effective planning at WHO. The IAMWGE will also be taking on further work in 2002 with a further set of entity case studies and a workshop in New York.

One function of the workshop was networking among programme budget staff, and the workshop revealed that all parts of the UN system are going through similar processes and facing the same constraints in terms of both installing results based mechanisms and increasing gender mainstreaming. However, the different parts of the system are essentially working in isolation, even where institutional structures are quite similar. The conclusion drawn from this finding is the need for supportive mechanisms for increased networking and exchange of experience among programme budget offices.

1. Introduction and context

On 22nd and 23rd November 2001 a workshop on “Meeting the challenge of gender mainstreaming in the programme budget process” was organized by the Bureau for Gender Equality, ILO in collaboration with the UN Inter-Agency Meeting on Women and Gender Equality (IAMWGE). Some 40 participants from 20 Europe based UN entities participated in a workshop on gender mainstreaming in the programme budget process - the first such workshop held within the UN system.

The workshop follows four years of work by the Inter-Agency Taskforce on Gender Mainstreaming in Programme Budget Processes of the IAMWGE.¹ The context for this work was set out in the opening presentation by Carolyn Hannan, Principal Officer for Gender Mainstreaming in the Office of the Special Adviser on Gender Issues and Advancement of Women, and Task Manager for the Inter-Agency Taskforce.

The Taskforce was established in February 1998, recognising that gender perspectives are relevant and important in budgetary processes. It followed the General Assembly Resolution of December 1997 which:

Requests all bodies that deal with programme and budgetary matters...to ensure that all programmes, medium-term plans and programme budgets visibly mainstream a gender perspective. (A/Res/52/100, para 11).

More recently, the outcome of the twenty-third special session of the General Assembly in June 2000 explicitly called for attention to the goal of gender equality in budgetary processes at national, regional and international levels (A/S-23/10/Rev.1, para 65).² The General Assembly Resolution and other mandates noted the importance of visibly mainstreaming a gender perspective; that is gender mainstreaming in programme budget processes should bring gender perspectives explicitly to the fore so that they are an integral part of planning and decision making processes.

The Taskforce aims to assess the implementation of gender mainstreaming in programme budget processes throughout the UN system, and support the development of concrete methodologies for incorporating gender perspectives in programme budgets, including through the identification of good practice examples. Long-term anticipated outcomes include:

- more adequate reflection of gender perspectives in programme budgets throughout the UN;

¹ The Taskforce includes representatives of UNICEF, UNFPA, UNDP, WFP and DAW. The Office of the Special Adviser on Gender Issues and Advancement of Women acts as the Task Manager.

² Other clear mandates are found in the ECOSOC Resolution, July 1998 (E/Res/1998/26, para 13); ECOSOC Agreed Conclusions July 1997 (1997/2, pps. 29 and 31); and the letter of the Secretary-General to heads of all UN entities in October 1997.

- greater attention and resources allocated to gender perspectives in the substantive work programmes; and
- increased potential for assessing the implementation of the Beijing Declaration and the Platform for Action in the work of the UN.

During 1998-1999 the Taskforce carried out an initial assessment of the efforts of all parts of the UN system to integrate gender perspectives into programme budget processes, established dialogue with the UN Secretariat Programme Planning and Budget Division, and initiated a study of attention to gender perspectives in budget processes within UNICEF.

Subsequently the Taskforce carried out a three-phase project on "Mainstreaming Gender Equality into Budget Processes within the United Nations System" between December 1999 and June 2000. Phase One consisted of an inventory of efforts made by organizations outside the UN to incorporate gender perspectives in internal budget processes, in order to build on existing experience. The findings from this phase revealed that little had been done apart from the work on national budgets. The most relevant work on institutional budgets had been done by the OECD/DAC Working Party on Gender Equality in the development of the Policy Marker on Gender Equality in 1997. Phase Two involved an overview of the efforts made within the UN, based on a study of documentation, a questionnaire and follow-up by telephone and personal interviews, involving 53 UN entities. The nature of the process in this phase meant that the findings were at a rather general level. While the overview revealed that much more needed to be done to bring gender perspectives into programme budget processes adequately, good practice was identified in a number of entities. Phase Three deepened the level of analysis through case studies in five UN entities - DPA, ESCAP, ILO, UNFPA and WHO.

Building on the lessons learned from the first project, the Taskforce carried out a second project involving case studies in five additional entities – ESCWA, FAO, OCHA, UNICEF and UNCTAD – between January and June 2001. Findings from these projects are included in the Taskforce synthesis document on work to date.³

The importance of the process by which the projects were undertaken, that is a consultative process involving all actors – programme budget staff, programme staff and gender focal points - was highlighted. Entities involved in the in-depth case studies noted that this consultative process was as important as the findings contained in the reports prepared for each participating entity.

³ IAMWGE (2001) *Mainstreaming Gender perspectives in Programme Budget Processes within the United Nations System. A synthesis report on the work of the Inter-Agency Taskforce on Gender Mainstreaming in Programme Budget Processes*. New York: United Nations Inter-Agency Meeting on Women and Gender Equality.

1.1 Background to the workshop

The central objective of the workshop was to bring together programme budget officers and gender focal points in European-based UN entities for comparative analysis of these entities' experience in gender mainstreaming in the programme budget process. Substantive objectives were to:

1. analyse in comparative perspective the ways in which entities have worked to incorporate gender perspectives in their programme budget processes;
2. establish consensus on key constraints to progress on gender mainstreaming within programme budget processes, from planning to assessment; and
3. work on practical methods, and develop good practice, for overcoming constraints and ensuring adequate attention to gender perspectives in programme budget processes.

The workshop agenda can be found in Annex 1, and a list of participants in Annex 2. On the first day presentations of the work of the Taskforce were made, followed by presentations by programme budget officers and gender focal points from ILO, UNCTAD, WHO and FAO, focusing on their experience of gender mainstreaming in programme budgets, and in particular on constraints and potentials. This was followed on the second day by three working groups which examined in more detail:

- identification of what constitutes adequate gender mainstreaming in programme budgets;
- development of expected accomplishments/objectives and indicators; and
- tracking progress through monitoring and assessment.

The Director-General of ILO, Juan Somavia, attended the workshop summary session, and also contributed concluding comments.

As requested, most agencies sent one programme budget staff member and one staff member from their gender unit, or their gender focal point. Broad representation from across the UN system meant that there was much experience to be shared. However, the fact that entities were at different stages in both gender mainstreaming in general and gender mainstreaming in the programme budget in particular also represented a challenge.

The report is organized around the three workshop objectives noted above, that is: work carried out to date; constraints; and future planned work. Although only four presentations were made from entities which participated in the Taskforce in-depth case studies, participants were encouraged to discuss the experiences of the other entities in the working groups. It is not possible here to provide details on all experience presented,

so the focus will be on the four presentations, supported by presentation discussions and a summary of points from the working groups.⁴

2. Workshop themes

2.1 Progress to date and issues raised

Individual entity experiences

In his presentation, Adnan Quereshi, Programme and Budget Officer, FAO, discussed the significant attention given to gender mainstreaming in the programme budget process in FAO and in particular through the *Gender and Development Plan of Action, 2002-2007*, which was recently endorsed by FAO's Governing Body. The institutional approach within FAO had been to develop a document setting out the organisation's gender equality objectives which is both parallel to, but also closely linked to, the Medium Term Plan for 2002-2007. This involved substantial joint work by the Office of Programme, Budget and Evaluation and the Women in Development Service. Jane Zhang, Director, Bureau for Gender Equality, ILO, described a similar process in the 2001 Inter-regional Consultation Meeting on Gender Mainstreaming in ILO, where participants for the first time analysed the major flagship products of the ILO, as expressed in the entity's defined strategic and operational objectives and indicators, from a gender perspective. Both organizations had essentially undertaken a gender analysis of the programme budget and produced work plans for gender mainstreaming in selected key areas, a strategy that might usefully be undertaken by other entities.⁵

In the UNCTAD presentation, both Victor Busutil, Head of Programme Planning and Assessment, and Gloria Koch, Chief, Civil Society Outreach and Departmental Focal Point on Women, noted the advances that had been made in UNCTAD in terms of greater sensitivity to gender issues vis a vis the programme of work. They pointed to the recent Trade and Development Board Commission on Enterprise, Business Facilitation and Development Expert Meeting on Mainstreaming Gender in Order to Promote Opportunities as an example of progress in gender mainstreaming – and in fact the first time that UNCTAD has had an intergovernmental group of experts meeting on gender mainstreaming; this in turn was likely to lead to greater attention to gender perspectives in the programme budget. Victor Busutil also provided an overview of the programme budget process. He stressed that the process of negotiating results statements may lead to tokenism, that is the inclusion of politically acceptable phrases which are unlikely to have any influence on the programme of work. His presentation also discussed the trade-offs between, on the one hand, developing results statements acceptable to Member States, and on the other hand, developing technically acceptable results statements which are clear and measurable. Programme budget and evaluation offices need to have realistic expectations, given technical lack of capacity and political constraints.

⁴ Evaluation of the workshop by participants was overall very positive. On a four point scale – good, satisfactory, unsatisfactory and poor – 70 per cent of participants rated the workshop as good and 30 per cent as satisfactory.

⁵ ESCWA, not represented at the workshop, has also undertaken a similar process.

WHO has made considerable progress between the last and current programme budgets, as noted in the presentation by Georg Axmann, Office of Budget and Management Reform. His presentation pointed out that in previous programme budgets WHO gender-related work was adequately reflected only in the women's health programme, whereas the 2002-2003 budget had retroactively attempted to incorporate gender perspectives into all areas of work. Political factors had been partly responsible for this change in WHO with the intervention of one of its donors. However the development of a more substantial institutional framework for gender mainstreaming, as well as the IAMWGE Taskforce study, had also been catalytic.

Joe Thurman, Bureau of Programme and Management, ILO, discussed the ways in which the enabling environment for gender mainstreaming in ILO had translated into concrete activities, in particular:

- Joint discussion between the Bureau of Programme and Management, the Bureau for Gender Equality and technical sectors on gender-sensitive indicators;
- Specific guidance on mainstreaming gender in the programme budget;
- The Inter-regional gender consultation meeting organized by the Bureau for Gender Equality; and
- Establishing gender-sensitive unit level objectives, which support the development of measurable objectives that are specific in terms of gender equality.

Results-based budgeting and its implications

There was considerable discussion of the implications of the introduction of results-based/strategic budgeting throughout the UN system at the workshop. Clearly this has brought radical change to planning processes, but most UN entities remain at the stage of results based measurement – developing systems where results can be established and measured, rather than results based management – integrating lessons learned back into planning. The political nature of the introduction of results based planning was stressed. But as the ILO presentation made clear, results based budgeting may offer a strategic opportunity for greater attention to gender mainstreaming. Juan Somavia pointed out that in the ILO a new streamlined budget document facilitated gender mainstreaming by supporting clearer definition of ILO's key objectives, which included promotion of gender equality. Several participants also stressed the importance of timing in the programme budget process, that is intervening at appropriate stages of the two year planning cycle – for example at the issuing of instructions, or review of indicators.

Workshop participants acknowledged that there is much that is very new in both the programme budget reform process and gender mainstreaming. Even in those entities where good practice can be identified, work on gender mainstreaming has taken place in

at most two programme budgets. Experience from bilateral donors demonstrates that institutionalization of results based management may take up to 10 years. All parts of the UN system are going through similar processes and facing the same constraints in terms of both installing results based mechanisms and increasing gender mainstreaming. The different parts of the system are essentially working in isolation, even where institutional structures are quite similar. Greater networking and exchange of information among programme budget offices could therefore bring positive results.

Institutional mechanisms for gender mainstreaming in the programme budget

Presenters discussed the institutional mechanisms necessary to facilitate adequate gender mainstreaming in the programme budget process. Jane Zhang noted the importance of commitment from the highest level in the entity as a starting point for ensuring that all staff took responsibility for gender mainstreaming, as has occurred in ILO. This commitment needs to be supported by

- a gender equality policy;
- a plan of action for gender mainstreaming that explicitly recognizes the importance of gender perspectives in the programme budget;
- inputs from proactive staff across the entity; and
- institutionalized dialogue between programme budget staff, programme staff and gender focal points.

While there was agreement that all staff should be responsible for gender mainstreaming, some participants felt a need for clarity on who was to take the lead. It was pointed out that while gender units/focal points can support gender mainstreaming in the programme budget, the lead should be taken by programme budget offices as strategic budgeting and planning was the central focus of their work. Clearly this has implications for training and capacity building. Juan Somavia made the point that while there was likely to be a minority of staff in entities who paid politically correct lip-service to gender mainstreaming, the majority of staff would be supportive of gender equality mandates, but needed technical support and guidance to achieve adequate gender mainstreaming.

Political pressure for gender mainstreaming in the programme budget

The role of governing bodies was seen by many participants as of paramount importance for determining progress in gender mainstreaming in the programme budget . Because programme budgets are political documents that set out the objectives of the entity, their content is subject to political pressures. Jane Zhang noted the key role that a core group in the ILO governing body played in the promotion of gender mainstreaming. Victor Busutil pointed out that gender equality and gender mainstreaming in the programme budget process may not be always understood and supported actively by all parties

involved. This state of affairs realistically reflects the political nature of the production of the programme budget.

2.2 Constraints to gender mainstreaming in the programme budget process

The individual entity presentations often echoed the findings of the IAMWGE *Synthesis Report* (see footnote 3) which had been circulated as a background document to the workshop, and which was presented by the consultants to the IAMWGE projects and workshop facilitators, Isabella Bakker and Tony Beck. This report noted the considerable achievements that had been made in a number of entities, and which had been supported by many entity staff on an individual basis. However, a key finding was that most entities are making a greater contribution to gender equality than is reflected in their medium-term plans and programme budgets. In terms of future activities a sound starting point would therefore be for entities to strengthen planning processes, in order to establish and report on their on-going work on the promotion of gender equality.

The report also noted various constraints to gender mainstreaming in the programme budget process, constraints that were discussed in the working groups and plenary sessions:

- Gender mainstreaming is not well understood throughout the UN system;
- Even when entities have clear policy commitments to gender equality, they often do not include overarching statements on their contributions to the promotion of gender equality in the introduction to the programme budget. Subsequently there is little understanding of the likely overall contribution of entities to gender equality, nor are the gender equality goals of individual programmes linked to an overarching goal;
- Entities were taking ad hoc rather than institutionalized approaches in programme budget planning processes as far as mainstreaming of gender was concerned;
- The programme budget process tends to exclude some staff from planning and decision-making, among which are gender focal points;
- Development of adequate and relevant gender-sensitive indicators has proven problematic ; and
- Some entities have included artificial reference to gender equality, such as “with attention to gender issues”, in programme budget text, without adequate consideration of what this implies in practical terms.

⁶ ESCWA, not represented at the workshop, have also undertaken a similar process.

Given these constraints, entities need to develop a realistic plan of action and time frame to achieve the goal of adequate gender mainstreaming in the programme budget.

Points raised in the discussion are that entities have multiple planning documents, and in some cases programme budget documents were ‘formal’ documents rather than working documents. But other participants made the point that the political nature of programme budgets made them important. Some entities receive only a small percentage of their budget from regular funds. This points to the need for any analysis of the programme budget to incorporate an understanding of this diversity, and for a mechanism for assessing gender mainstreaming in relation to extra-budgetary funds. Some attempts made to strengthen planning linkages in discussion of regular and extra-budgetary funds were discussed – for example in the current ILO and WHO programme budgets.

Monitoring and assessment

Perhaps the main constraint to improved gender mainstreaming discussed at the workshop is weak monitoring and assessment capacities within the programme budget process in the UN system. A number of issues were raised in these discussions, many of which are directly related to results based management:

- Mechanisms for tracking results are not present and systems tend to track activities rather than results;
- Training and coaching on monitoring and assessment need strengthening;
- Evaluation guidelines and performance guidelines should be explicit on the need to include attention to gender equality, through, for example, reference to gender equality in terms of reference, and choice of gender-sensitive evaluators; and
- Organizational culture needs to promote adequate monitoring and assessment.

This latter point was also covered in the presentation on the *IAMWGE Synthesis Report* (p. 13) which recommended that incentive structures need to be established that promote serious attention to gender mainstreaming as follows: ‘A key element in performance appraisals for programme managers should be the extent to which gender perspectives have been incorporated into programme budgets and whether the expected gender equality results, as stated in the programme budget, have been achieved.’ Unless entities include adequate sanctions for poor performance then the accountability elements of results based budgeting will remain on paper only and many of the constraints to gender mainstreaming may not be removed. Accountability functions were not considered by participants to be adequate. It was suggested that: senior managers hold annual review meetings to assess progress of gender mainstreaming and should report on gender related results; that there should be public recognition of ‘champions’ in organizations; and that good practice should be disseminated more widely.

The idea that initiatives should not be funded if they did not include adequate attention to gender equality – thus making a direct link between results statements and resource allocation - was raised in the working groups. This discussion was linked to information provided on the review of projects in the Gender Audit at ILO and the already established Programme and Project Review Committee at FAO which already vets project submission against six entity priorities, one of which is gender. The discussion of monitoring and assessment included a focus on resources. It was considered that adequate attention to gender perspectives in programme budget planning and drafting processes could, for the most part, be achieved within existing resources, because this was seen to involve mainly better planning processes - for example ensuring that ongoing work on gender equality was reflected in planning documents. However, it was felt that tracking gender equality results – that is establishing the extent to which results statements are achieved – was seen to require added resources, and entities need to take this into consideration when developing results based systems.

2.3 Future work

Workshop participants discussed ongoing work in individual entities as well as future plans. It is only possible here to focus on those plans outlined in the presentations.

The future plans of the Inter-Agency Taskforce over the next year were presented. An interim report will be produced which will establish progress made in gender mainstreaming in the programme budget in the ten entities covered in the in-depth case studies. A third project will be undertaken which will focus on an additional five entities – or perhaps more given the demand expressed at the workshop. On the completion of this project an overall report will be submitted to the ACC High-Level Committee on Programmes. A workshop will be organized in New York in late 2002 or early 2003 for budget staff, programme managers and gender specialists in each of the 15 entities involved in the case studies, to disseminate the main findings and further elaborate strategies for bringing greater attention to gender perspectives in programme budget processes.

It was stressed that not all work can or should be done by the Inter-Agency Taskforce. The Taskforce has the objective of stimulating further development in critical areas without taking over responsibility for this work. As such, one important contribution the taskforce can make and had been making is to document and disseminate good practice in order to establish greater understanding of what gender mainstreaming in programme budgets entails in practical terms.

The ILO presenters discussed the ongoing Gender Audit being carried out by the Bureau for Gender Equality in 19 work units, which ILO views as a participatory mechanism to assess the extent to which institutional mechanisms have been put in place to ensure that adequate attention is paid to gender equality in the work of a unit, at the same time inviting the unit's staff to analyze how gender equality is understood. In relation to the programme budget, the Gender Audit was seen as an opportunity to assist staff identify gender sensitive objectives, indicators and targets. In terms of monitoring and

assessment, the Office of the Inspector General at FAO is currently carrying out an audit of gender mainstreaming, examining the strategy of selected divisions for addressing gender perspectives in their programmes. The audit will also assess whether reasonable action has been taken vis a vis FAO's commitment to gender equality, including an analysis of the Gender Mainstreaming Plan of Action, and consider the appropriateness of mechanisms for measuring effectiveness. UNCTAD plans to include greater attention to gender perspectives in the terms of reference of evaluations of technical assistance programmes, especially those including a capacity-building component; and to establish greater interaction between the Programme Planning and Assessment Unit and the Departmental Focal Point on Women. WHO is planning a focus on gender perspectives throughout its planning cycle, and ensuring that the entity's contributions to the promotion of gender equality are adequately reflected in the programme budget.

Annex 1

Workshop Agenda

22nd November

9.00-9.30 Registration and receipt of workshop material

9.30-9.40 Welcome: Ms. Jane Zhang, Director, Bureau for Gender Equality, ILO

Session 1: Agency experience with gender mainstreaming in the programme budget
(Chair: Ms. Jane Zhang)

9.40-10.00 Overview of the IAMWGE projects on gender mainstreaming in the programme budget to date, and future plans (Ms. Carolyn Hannan, Principal Social Affairs Officer, Office of the Special Adviser on Gender Issues and Advancement of Women)

10.00-10.30 Findings from the IAMWGE initiative on gender mainstreaming in the programme budget (Ms. Isabella Bakker and Mr. Tony Beck, consultants to the IAMWGE)

10.30-10.45 Discussion on IAMWGE presentations

10.45-11.15 Coffee

(Chair: Ms. Joyce Mends-Cole, Senior Coordinator (Refugee Women), Dept. of Operations, UNHCR)

11.15-12.00 Gender mainstreaming in the programme budget: ILO (Ms. Jane Zhang and Mr. Joe Thurman, Bureau of Programme and Management)

12. 00-12.45 Gender mainstreaming in the programme budget: UNCTAD (Mr. Victor Busuttill, Chief, Programme Planning and Assessment Unit and Ms. Gloria Koch, Chief, Civil Society Outreach and Departmental Focal Point on Women)

12.45-2.15: Lunch

2.15-3.00 Gender mainstreaming in the programme budget: WHO (Dr. G. Axmann, Budget and Management Reform)

3.00-3.45 Gender mainstreaming in the programme budget: FAO (Mr. Adnan Quereshi, Programme and Budget Officer, Office of Programme Budget and Evaluation)

3.45-4.15 Coffee

4.15-5.00 Initial meeting of working groups: review of findings to date and suggestions for strengthening gender mainstreaming in the programme budget

5.00-5.30 Feedback from working groups
(Chair: Ms. Jane Zhang)

6.00 Reception hosted by ILO

23rd November

9.00 –9.15 Introduction and review of findings from the 22nd November (Mr. Tony Beck and Ms. Isabella Bakker)

Session 2: Working with the programme budget

9.15-10.30 Working group session

Working group 1: Understanding gender mainstreaming in the programme budget
(Facilitator: Ms. Isabella Bakker)

Working group 2: Development of expected accomplishments/objectives and indicators
(Facilitator: Mr. Tony Beck)

Working group 3: Tracking progress through monitoring and assessment
(Facilitator: Ms. Petra Ulshoefer, Senior Gender Specialist, Bureau for Gender Equality, ILO)

10.30-10.45 Coffee

10.45-12.00 Continued working group session

12.00-1.00 Feedback to workshop from working group sessions, and main findings and conclusions of the workshop
(Chair: Ms. Carolyn Hannan)

Concluding remarks: Mr. Juan Somavia, Director General, ILO

Annex 2
List of participants

Organization		Representative	Title	e-mail address
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