

**Inter-Agency Network on  
Women and Gender Equality  
Report of the Fifth Session of the Inter-Agency  
Network on Women and Gender Equality  
New York, 22 to 24 February 2006**

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## I. INTRODUCTION

1. The United Nations Inter-Agency Network on Women and Gender Equality (IANWGE) convened its fifth annual session in New York from 22 to 24 February 2006. The session was chaired by Assistant Secretary-General, Ms. Rachel Mayanja, Special Adviser of the Secretary-General on Gender Issues and Advancement of Women.
2. In her opening remarks, the Chair emphasized that this session would focus on the identification of key elements of a United Nations system-wide gender mainstreaming policy and strategy and that the outcome of the deliberations would serve as input to the joint session of the High Level Committee on Management (HLCM) and the High Level Committee on Programmes (HLCP) of the United Nations System Chief Executives Board (CEB), in Paris in late February 2006, which would discuss the implementation of a system-wide United Nations gender mainstreaming policy and strategy as well as implementation of Security Council resolution 1325 (2000) on women, peace and security. Ms. Mayanja would attend the meeting in February to brief both committees and convey the IANWGE's recommendations. The HLCM and the HLCP would make a recommendation to the CEB; then, the Secretary-General would present it to Member States for approval. The outcome of the discussions would also contribute to the 2006 Substantive Session of the Economic and Social Council.
3. The Chair emphasized that the development of a United Nations system-wide gender mainstreaming policy and strategy would be a tool to strengthen entity-specific gender equality policies, strategies, and action plans and contribute to enhanced coherence.
4. She explained that the focus of the meeting was the result of several factors, including the 2005 World Summit Outcome, which called for United Nations system-wide coherence and underscored the need for "effective, efficient, coherent, coordinated and better-performing United Nations;"<sup>1</sup> the directive from the Secretary-General that United Nations entities "review and strengthen their gender mainstreaming programmes with a view to developing a system-wide gender mainstreaming policy and strategy, with related accountability mechanisms;"<sup>2</sup> and Economic and Social Council resolution 2005/31, which called on all United Nations entities to strengthen efforts to promote gender equality and the empowerment of women. The CEB, in its 2005 report "One United Nations: Catalyst for Progress and Change," and the Executive Committee on Economic and Social Affairs had also stressed the need to enhance coherence and coordination among the entities.

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<sup>1</sup> 2005 World Summit Outcome, A/RES/60/1, paragraph 169

<sup>2</sup> Report of the Secretary-General entitled "Implementation of the decisions from the 2005 World Summit Outcome for Action by the Secretary-General", A/60/430, paragraph 39

## II. SUMMARY OF THE DISCUSSION

### *A system-wide policy on gender mainstreaming*

5. It was noted that the current reform of the United Nations presented both challenges and opportunities with regard to gender mainstreaming and women's empowerment. Concern was raised that, given the current political context, gender equality might be sidelined in the process of the United Nations reform and there might be a decrease in human and financial resources allocated to gender issues. For some, signs of such a backlash were already visible. On the other hand, it was acknowledged that the reform process presented an opportunity for reinforcing United Nations' work in the field of gender equality.
6. Noting that a focus on gender mainstreaming could divert attention from the goal of women's empowerment in work programmes and related results-based frameworks, questions were raised on the need for a system-wide policy on gender mainstreaming. Yet, members agreed that the policy would be helpful for the entities that do not have an explicit gender mainstreaming policy. Participants also concurred that a system-wide policy would play a critical role in ensuring coherence and coordination across the system, and in increasing ownership and accountability for implementation of the policy at senior management and country levels. It was noted that system-wide efforts had to build synergy from the various mandates and governing bodies of the different entities. Linking programme strategies at country level with monitoring and reporting mechanisms at inter-governmental level was considered of particular relevance.
7. Furthermore, a dialogue among and within United Nations entities to develop a system-wide gender mainstreaming policy should be based on the existing global policy framework for gender equality.
8. Strong support was expressed for an actionable system-wide gender mainstreaming strategy with clear benchmarks and timelines and a focus on results that would include the required accountability mechanisms and levels of resource allocation.

### *General assessment of gender mainstreaming*

9. The Network reiterated the critical role of gender mainstreaming as a strategy to achieve gender equality. However, it was noted that at all levels of the system, there was still limited awareness and understanding of gender equality and gender mainstreaming, including the distinction between gender equality as a goal and gender mainstreaming as a strategy. Noting that different entities used different terms, the Network stressed the need for common terminology for reporting on gender mainstreaming that would be acceptable to all entities.
10. It was proposed that a system-wide assessment be undertaken to evaluate how well United Nations entities were doing with regard to gender mainstreaming, through gender audits and other instruments.

11. Some of the challenges that lay ahead were finding ways to pull together the resources of the different entities for joint actions and learning from diverse organizational experiences in mainstreaming gender perspectives. Duplication of gender mainstreaming efforts in social sectors was observed while insufficient coverage of sectors such as macro-economics, financing for development, infrastructure, the environment and humanitarian assistance was also noted.
12. It was remarked that some of the existing indicators of gender mainstreaming in development were too narrowly defined and needed to include the services the United Nations system offered to Member States and their impact at the country level. The need to tackle the knowledge gap and collect more evidence of why gender mainstreaming makes a difference in economic terms was also recognized. Highlighting the cost of gender inequality for men and boys and society as a whole could be one way of improving this understanding.

### **III. FINDINGS OF THE ANALYSIS OF A PRELIMINARY SURVEY ON GENDER MAINSTREAMING IN PROGRAMMING, MONITORING, EVALUATION AND REPORTING IN RESULTS-BASED MANAGEMENT SYSTEMS**

13. The IANWGE Task Force on Monitoring, Evaluation and Reporting in Results-Based Management Systems, co-chaired by the International Labour Organization (ILO) and the Office of Internal Oversight Services (OIOS), undertook a preliminary survey on Gender Mainstreaming in Programming, Monitoring, Evaluation and Reporting in Results-Based Management Systems.
14. A questionnaire was sent to the fifteen members of the IANWGE Task Force on: entities' gender policies and strategies; gender mainstreaming in programming of regular budgets and extra-budgetary funds; and in monitoring, evaluation and reporting.
15. An analysis of the preliminary survey was presented based on eleven responses received. Some responding entities were relatively advanced in mainstreaming gender, while others faced major challenges. While almost all entities had gaps in mainstreaming gender into monitoring, evaluation and reporting, entities that had developed policies, strategies and work plans through consultative processes had more success.
16. Examples of good practices in specific entities were particularly useful to identify common strategic elements. The FAO Gender and Development Plan of Action (2002-2007), comprising specific commitments and measurable outputs, echoes FAO's four corporate strategic objectives and is linked directly to its mid-term strategic framework.. ILO's Biennial Programme & Budget 2006-2007 includes gender equality issues in a number of its corporate objectives, outcomes and indicators. As regards reporting, UNDP has put in place "institutional scorecards" to measure progress and account for results through a multi-year funding framework,

and to track resource allocation in its accounting system. Attention was also drawn to the United Nations System Evaluation Norms and Standards agreed upon by the UN Evaluation Group (UNEG) in 2005.<sup>3</sup>

17. In conclusion, the presenters indicated that results-based management had been identified as an effective vehicle for gender mainstreaming, as it facilitated programming and budgeting of gender issues in a cross-cutting and results-focused manner.
18. Noting that the responses contained a wealth of information that should be utilized to inform the work of the Network, and provided that financial and human resources would be available, the Task Force managers recommended that IANWGE extends the analysis to include all other United Nations entities. This would serve to map out the extent to which gender is integrated into programming, monitoring, evaluation and reporting, and institutionalized in all organizations mechanisms beyond monitoring and evaluation. The Task Force's next steps would include preparing a short paper/guide on how to make evaluation and monitoring processes more gender-sensitive in entities of the United Nations system.

#### **IV. CORE ELEMENTS OF A SYSTEM-WIDE GENDER MAINSTREAMING POLICY AND STRATEGY**

19. The participants identified a number of broad principles and practical elements for a system-wide gender mainstreaming policy and strategy, which would build on and strengthen gender equality policies, strategies, and action plans of individual entities and aim at accelerating the implementation of intergovernmental mandates and commitments.
20. The following section outlines the points of agreement that participants felt a system-wide policy and strategy should highlight.

##### **A. Rationale for a system-wide policy and strategy on gender mainstreaming**

21. Equality between men and women, a key principle enshrined in the founding document of the United Nations, and a necessity to achieve sustainable social and economic development, security and peace and the full enjoyment of human rights, has not been achieved. Efforts of the United Nations to achieve gender equality need to be strengthened.
22. Gender mainstreaming was re-affirmed as one of the key and viable ways for the United Nations system to achieve gender equality and reduce gaps between policy and practice. A system-wide gender mainstreaming policy and strategy would be framed as playing an important role in increasing the effectiveness of the United Nations to achieve the internationally agreed development goals, in particular at the

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<sup>3</sup> Norm #N 11.4 reads: "In light of the United Nations Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender inequality."

country level. It would also contribute to enhancing current United Nations efforts towards greater coherence by incorporating gender equality goals throughout the Organization, including in its policies, management and programmes at global, regional and national levels, in line with the Charter of the United Nations and intergovernmental mandates of its different entities.

23. To be effective, it should be results-oriented. This would require political will, strong accountability mechanisms, secure and sufficient resource allocation, a strategic placement of gender desks vis-à-vis senior management, as well as a clear understanding of concepts used and their operational implications.

### **B. Elements of a system-wide gender mainstreaming policy**

24. A system-wide gender mainstreaming policy and strategy would use the definition of gender mainstreaming contained in the 1997/2 agreed conclusions of the Economic and Social Council.
25. A formal United Nations system-wide policy would provide a framework for the effective implementation of gender mainstreaming, taking into consideration existing gender mainstreaming policies, strategies and action plans of individual entities and further reinforcing their implementation.
26. To strengthen commitments at the highest levels, the policy would articulate issues related to accountability and the responsibility of senior management to effectively and efficiently implement the gender mainstreaming strategy and allocate required resources.
27. The policy would stress enhanced coherence and collaboration among United Nations entities and contribute to the United Nations reform process. The policy could establish that progress in reaching gender equality would be measured at country, entities and system-wide levels. Assessments carried out by different United Nations entities at global, regional, national and local levels on challenges, needs and priorities, including reviews of the status of gender mainstreaming in the United Nations system undertaken by ECOSOC,<sup>4</sup> could inform the policy.
28. The policy would need to recognize that closing the gender equality gap would require a multiplicity of approaches, including specific interventions aimed at women's empowerment and full enjoyment of their human rights, partnership with men, as well as programme approaches that integrate a gender perspective. It would also stress the importance of gender analysis as an essential tool for identifying context-specific programme interventions.

### **C. Elements of a system-wide gender mainstreaming strategy**

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<sup>4</sup> See for instance E/2005/54, Report of the Secretary-General on follow-up to and progress in the implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly.

29. Participants reached a consensus on key strategic management and programme elements of a system-wide strategy on gender mainstreaming. The strategy could lead to a more detailed action plan and could be time-bound to ensure clear benchmarks. A five-year time frame was deemed reasonable. The following elements were identified:

### **1. Accountability mechanisms**

30. The absence of adequate accountability mechanisms defining the responsibility of staff, including senior management and in particular, Heads of entities, was considered a major limiting factor to effective gender mainstreaming. Where gender focal points or units exist, they often have to address all requests for action related to gender equality programming and gender mainstreaming with little or no involvement of senior management and/or other units within the entities; this in turn limits their effectiveness and impact. In this regard, strengthening accountability mechanisms was seen as the major contribution of a system-wide gender mainstreaming strategy.

31. The system-wide gender mainstreaming strategy should therefore address the responsibility of Heads of entities and other senior managers for incorporating a gender perspective in their policy and programme decisions; the need to regularly consult with gender senior advisors on overall strategic organizational developments and policy decisions; the inclusion of core gender competencies in job descriptions and performance evaluations; and the establishment of common performance indicators and reporting mechanisms.

### **2. Results-based management, monitoring, evaluation and reporting**

32. Results-based management, monitoring, evaluation and reporting processes guided by common and clear language and methodologies on gender mainstreaming in terms of indicators and benchmarks, were seen as complementary to effective accountability mechanisms. In this regard, a system-wide strategy could address ways to systematically incorporate gender analysis in the work of monitoring and evaluation units; options to conduct regular gender audits/assessments to identify achievements, gaps and lessons learned in operations and programmes; and guidance on how to assess outputs, impact, and processes from a gender perspective. Adopting and disseminating gender sensitive evaluation standards would help in this regard.

### **3. Allocation of financial and human resources**

33. The need to build support and obtain sufficient and secure resources to mainstream gender was discussed. It was noted that limited or absence of support for initiatives to mainstream gender was often caused by staff's lack of awareness, including at senior levels, of the gender dimensions of entity-specific goals or resistance to such concepts and steps.

34. A strategy would need to strengthen mechanisms to ensure sufficient and secure resources, including financial and human resources, for the effective implementation

of gender mainstreaming in each programme sector. The strategy could include the establishment of mandatory allocations in regular budgets and/or a system-wide trust fund for gender mainstreaming; the development of a common methodology such as gender responsive budgeting and auditing; and building institutional capacity to apply the methodology.

35. In the area of human resources, a system-wide strategy could include measures to integrate gender perspectives in all human resources functions (e.g., recruitment, promotion, benefits, definition of competencies, work-life balance issues, staff development, etc), as well as its incorporation in standard job descriptions and performance assessment. It may include options to strengthen gender expertise in all areas of work, in addition to maintaining gender focal points/desks -preferably at senior level- to act as catalysts for organizational change. Ensuring equal representation of women and men in decision-making and leadership positions and ensuring gender balance among all staff, including gender focal points, was also considered as an important step towards effective gender mainstreaming in policies and programmes.

#### **4. Capacity building**

36. A system-wide strategy would encompass capacity building in gender mainstreaming for all staff, including at senior levels. Modalities that could be considered would include making such training mandatory with periodic follow-up, and incorporating gender mainstreaming in other training activities like management and leadership development and/or capacity development in technical areas.
37. Such a strategy could also address ways to effectively strengthen the technical skills of gender specialists in areas like policy analysis, programme development, planning of technical cooperation, results-based management and budgeting; as well as options to work with existing training entities and build on the experience of the United Nations.<sup>5</sup>

#### **5. Coherence and coordination**

38. It was recognized that different entities have different mandates and resources, as well as experience and expertise in developing gender equality policies, strategies and work plans. The need to address duplication of efforts and existing gaps, and increase coherence and coordination of action was emphasized. It was noted that smaller entities continue to need support to implement gender equality goals, in particular in areas such as capacity-building, monitoring and evaluation. Attention was drawn to the work towards enhanced system-wide coherence in the area of human rights and

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<sup>5</sup> The United Nations Staff College was identified as an important resource for capacity building and staff learning in gender mainstreaming. Its online gender training modules are widely used by some entities. Such training could be tailored to the specific needs of other entities (e.g., peacekeeping and humanitarian assistance missions, etc).

the need to learn from this process. The question of whether a system-wide approach would lead to more problems or contribute to tangible progress was also raised in this context.

39. Participants indicated that a system-wide gender mainstreaming strategy could strengthen linkages between country operations and normative reviews undertaken by the intergovernmental processes; build on the competitive advantages of Resident Coordinators and Resident Representatives, Humanitarian Coordinators, Special Representatives of the Secretary-General and Regional Commissions of the United Nations; and help implement joint efforts to support national women's machineries in data analysis and national gender mainstreaming processes.

## **6. Joint programming**

40. It was noted that Member States and donors were increasingly calling for joint programming among different entities. A system-wide strategy could provide options for joint global, regional and national programming, including ways to pool resources and technical assistance; share methodologies and good practices; identify thematic clusters; and strengthen existing knowledge networks and communities of practice on gender mainstreaming such as the UNDG GenderNet, the IANWGE WomenWatch, and the EC-ESA Cluster on Women, as well as the IANWGE Task Forces on emerging issues.

## **V. UPDATE ON THE SECRETARY-GENERAL'S IN-DEPTH STUDY ON VIOLENCE AGAINST WOMEN**

41. The Chief of the Women's Rights Section of the Division for the Advancement of Women informed the members of the Network that, in response to General Assembly resolution 58/185, the Secretary-General will present a report on the findings of the in-depth study on all forms of violence against women to the sixty-first session of the General Assembly. The study will contain strategic key recommendations identified in consultation with a variety of stakeholders.
42. In the context of the preparation of the report, entities of the United Nations system participated in a workshop on violence against women held from 5-7 December 2005. In addition to compiling an inventory of activities of United Nations entities on violence against women, entities reached a series of agreements that could serve as the basis for more systematic and comprehensive action on violence against women in United Nations system, including improved coordination and joint programming at national level. Most recently, an Advisory Committee consisting of ten internationally recognized experts in the field of combating violence against women, met in February 2006 to discuss the draft chapters of the study and recommendations.
43. In order to build on the momentum created by the study and its recommendations, participants of the workshop recommended that IANWGE establish a new Task Force on violence against women (see Section VII of this report on Next Steps).

44. In January 2006 DESA Statistics Division published *The World's Women 2005: Progress and Trends in Statistics*, a global analysis of countries' capacity for collecting and reporting statistics on women and men using gender-sensitive methods and concepts. The publication showed that many countries do not mainstream gender in the collection and dissemination of official statistics, nor do they collect or report basic statistics on violence. There is no international collection system for data on violence against women. The publication makes several recommendations for national strategies to improve sex-disaggregated data collection and dissemination, as well as concepts and methods to mainstream gender issues. This publication was produced collaboratively with inputs from several United Nations entities. The report will be presented in March to the Statistical Commission of the ECOSOC for consideration.

## **VI. CONCLUSIONS OF THE JOINT WORKSHOP OF THE IANWGE AND THE OECD/DAC NETWORK ON GENDER EQUALITY ON AID MODALITIES AND THE PROMOTION OF GENDER EQUALITY**

45. The Chairperson briefed the IANWGE on the joint biennial workshop which the Network had held with the OECD/DAC Network on Gender Equality in Nairobi, Kenya, from 30-31 January 2006 on the topic "Aid modalities and the promotion of gender equality". The meeting focused on the Paris Declaration on Aid Effectiveness and its commitments with regard to ownership, harmonization, alignment, results and mutual accountability. The scaling up of aid provided new opportunities for gender equality issues, but also required attention to the global economic context and to new processes and mechanisms that could potentially sideline gender issues.
46. The workshop participants agreed that mainstreaming gender in the implementation of the Paris Declaration should focus on country-level implementation and build on joint assistance strategies, programme-based approaches, results-based management processes and gender responsive budget tools, including the tracking of budgetary allocations and expenditures. Capacity development was seen as a key vehicle for promoting national ownership of gender equality interventions. More reliable sex-disaggregated data on the situation of women was considered a critical element to enhance the national partners' capabilities to undertake gender analysis and assess the impact of gender equality programmes. Thus, national statistical offices needed to be enlisted as full partners to enhance the country-level work on gender equality and the empowerment of women. It was agreed to strategically build on the strength of different actors – civil society, women's affairs/central and line ministries, donors and the United Nations system – and of different aid instruments, to strengthen the women's empowerment agenda within national policy contexts and to ensure that the national women's machineries were involved in national development planning.
47. The two Networks agreed to use forthcoming opportunities to advocate for funding of gender equality initiatives within the new aid modalities in the lead-up to the 2008 high level meeting in Ghana that would review the implementation of the Paris Declaration on Aid Effectiveness.

48. In the discussion, IANWGE members highlighted the importance of adopting a common United Nations approach to address gender equality in policies and programmes and the need to position the United Nations' contribution to gender mainstreaming in relevant and strategic ways, including to national development planning in the context of an increasingly demand-driven technical assistance. It was noted that in the current global context and backlashes against gender equality goals, national partners and non-governmental actors were looking up to the United Nations to play a stronger role in policy dialogues rather than simply performing financial and technical roles in development cooperation.

## VII. CONCLUSIONS AND NEXT STEPS

49. The IANWGE members were invited to stay abreast of the United Nations reform process. Members also suggested that the IANWGE should actively seek to influence the reform process and advance gender issues through dialogue with the CEB machinery. The UN reform could provide a useful entry point to conduct a global assessment of gender mainstreaming in the UN system that would determine current capacities, linkages and good practices.

50. The next step would be the preparation of a Secretary-General's report to the substantive session of ECOSOC in July 2006. Request for specific information from the entities for the report to the ECOSOC would be sent out, including progress and gaps in this area.

51. The UN system-wide action-plan adopted in October 2005 for the implementation of Security Council Resolution 1325 (2000) on women, peace and security would also be on the agenda of the HLCP and HLCM in February 2006. The Security Council had asked UN entities to strengthen coordination, accountability, monitoring and reporting mechanisms to support the full implementation of resolution 1325. It had also called for an annual review of the implementation of the action-plan. In this context, OSAGI would consult IANWGE members for contributions to the Secretary-General's report to be submitted to the Security Council in October 2006.

52. It was agreed that the preliminary survey on Gender Mainstreaming in Programming, Monitoring, Evaluation and Reporting in Results-Based Management Systems undertaken by ILO and OIOS would be expanded to collect and analyze responses from the entire UN system.

53. The IANWGE agreed to establish a **new Task Force on violence against women**. The first meeting of the task force would be convened by the Division for the Advancement of Women. It was proposed that to ensure a system-wide coherent and inclusive effort, the new Task Force would reach out to all United Nations entities and coordinate with the Inter-agency Standing Committee task force on gender and humanitarian assistance that had been working on gender-based violence in humanitarian settings.

54. Issues that needed to be discussed further would be taken up in inter-sessional meetings, including in the form of tele- or video conferences. Task Force reports would be posted on the IANWGE website.
55. OSAGI would consult members of the IANWGE electronically on the most suitable time for holding their next annual meeting.

## Annex 1 Agenda

1. Opening and adoption of the agenda
2. Developing a **system-wide gender mainstreaming policy and strategy**:
  - (a) Framework for the elaboration of a policy and a strategy
  - (b) Findings on results of questionnaire on gender mainstreaming
  - (c) Implementation of decisions from the 2005 World Summit Outcome for action by the Secretary-General on further steps to mainstream a gender perspective<sup>6</sup> and follow-up to 2004 ECOSOC Coordination Segment: Review and appraisal of the system-wide implementation of its agreed conclusions 1997/2 on mainstreaming a gender perspective into all policies and programmes in the United Nations system and the implementation of ECOSOC resolution 2005/31<sup>7</sup>
3. Briefing on Secretary General's **study on violence against women**: looking at system-wide response and activities.
4. Report of the joint workshop of the IANWGE/OECD/DAC Network on Gender Equality on **Aid Modalities and the Promotion of Gender Equality**, held in Nairobi (30-31 January, 2006)
5. Conclusion and Next steps

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<sup>6</sup> In paragraph 39 of his report, "Implementation of decisions from the 2005 World Summit" (A/60/340), the Secretary-General states: "I have requested all United Nations entities to review and strengthen their gender mainstreaming programmes with a view to developing a system-wide gender mainstreaming policy and strategy, with related accountability mechanisms (A/60/1, para. 166). My Special Adviser on Gender Issues and Advancement of Women, in cooperation with United Nations entities, will intensify the development of new methodologies, tools and competence for gender mainstreaming and updating of existing ones. To this end, the next annual meeting of the United Nations interagency Network on Women and Gender Equality in February 2006 will review progress on gender mainstreaming goals. I will submit a report to the Economic and Social Council following the meeting that will provide Member States with a summary of progress made so far and further steps in view of the guidance of the Summit."

<sup>7</sup> In operative paragraph 10 of Economic and Social Council resolution 2005/31, of 26 July 2005, the Council "requests the Secretary-General to report to the Economic and Social Council at its substantive session of 2006 on progress in mainstreaming a gender perspective into all policies and programmes in the United Nations, with a focus on training".

## **Annex 2 List of Participants**

### **Chairperson:**

Ms. Rachel Mayanja  
DESA/Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI)

### **Secretary:**

Ms. Sylvie I. Cohen  
DESA/Division for the Advancement of Women (DAW)

### **Assistant Secretary:**

Ms. Maribel Derjani-Bayeh  
DESA/Division for the Advancement of Women (DAW)

### **Resource Person:**

Ms. Sarah Murison  
The Capacity Development Group, Inc.

### **United Nations and its entities and programmes:**

Office of Internal Oversight Service (OIOS)  
Department of Political Affairs (DPA)  
Department of Disarmament Affairs (DDA)

Department of Peacekeeping Operations (DPKO)  
Department of Economic and Social Affairs

Office of the Special Adviser on Gender Issues  
(OSAGI)

Division for Advancement of Women (DAW)

Division for Social Policy and Development (DSPD)/  
Secretariat of the Permanent Forum on Indigenous Issues

Ms. Christa Lex  
Ms. Kanchan Paser  
Ms. Agnes Marcaillou  
Ms. Kerstin Bihlmaier  
Ms. Anna Langenback  
Ms. Ibrahima Dioufi  
Ms. Comfort Lamptey

Ms. Wariara Mbugua

Ms. Sylvia Hordosch  
Ms. Katarina Salmela  
Ms. Carolyn Hannan  
Ms. Roselyn Odera  
Ms. Natalia Zakharova  
Ms. Anna Fälth  
Ms. Heike Alefsen  
Ms. Cecile Mazzacurati  
Ms. Andrea Volfova  
Ms. Joanna Skinner  
Ms. Jiyeon Shin

Ms. Elsa Stamatopoulou  
Ms. Mirian Masaquiza

Statistics Division	Ms. Mary Chamie
Division for Sustainable Development	Mr. Jeremy Banda
Office for Coordination and Humanitarian Affairs (OCHA)	Ms. Erlinda Go
Office of the High Commissioner for Human Rights (OHCHR)	Ms. Lisa Morrison
Economic Commission for Africa (ECA)	Ms. Marcia Brewster
Economic Commission for Europe (ECE)	Ms. Kate Burns
Economic Commission for Latin America and the Caribbean (ECLAC)	Mr. Philip Otienoburu
Economic and Social Commission for Asia and the Pacific (ESCAP)	Ms. Dutima Bhawandin
United Nations Development Programme (UNDP)	Ms. Thokozile Ruzvidzo
United Nations Development Fund for Women (UNIFEM)	Ms. Ms. Ewa Ruminska-Zimmy
United Nations High Commissioner for Refugees (UNHCR)	Ms. Sonia Montano
United Nations Children's Fund (UNICEF)	Ms. Tone Bleie
United Nations Population Fund (UNFPA)	Ms. Bharati Silawel
World Food Programme (WFP)	Ms. Hannie Meesters
United Nations Human Settlements Programme (UN-HABITAT)	Ms. Mariko Saito
International Trade Centre (UNCTAD/WTO-ITC)	Ms. Joanne Sandler
International Research and Training Institute for the Advancement of Women (INSTRAW)	Ms. Ingrid Arno
International Labour Organization (ILO)	Mr. Brian Gorlick
Food and Agriculture Organization of the United Nations (FAO)	Ms. Kristina Goncalves
United Nations Education, Scientific and Cultural Organization (UNESCO)	Ms. Noreen Khan
World Health Organization (WHO)	Ms. Aminata Toure
The World Bank	Ms. Adama Faye
Amaah	Ms. Lucia Kiwala
World Intellectual Property Organization (WIPO)	Ms. Sabine Meitzel
International Fund for Agricultural Development (IFAD)	Ms. Carmen Moreno
International Atomic Energy Agency (IAEA)	Ms. Hilary Anderson
International Organization for Migration (IOM)	Ms. Evy Messell
United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries And Small Island Developing States (UN OHRLLS)	Ms. Adrienne Cruz
	Ms. Folke Kayser
	Ms. Marcela Villarreal
	Ms. Sanye Gulser Corat
	Ms. Gabrielle Ross
	Ms. Waafas Ofosu-
	Ms. Helen Lom
	Ms. Maria Hartl
	Ms. Anita Nilsson
	Ms. Tracy Brown
	Ms. Anke Strauss
	Ms. Zara Nuru
	Ms. Martha Haukaas

**Annex 3 Selected references**

***General Assembly resolutions***

60/1 2005 World Summit Outcome (16 September 2005).

***Economic and Social Council resolutions***

2005/31 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

1997/2 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

**Reports of the Secretary-General**

A/60/340 Implementation of decisions from the 2005 World Summit Outcome for action by the Secretary-General

A/60/170 Report of the Secretary-General on measures taken and progress achieved in follow-up to the implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

**Background papers**

*HLCP/HLCM* Towards a UN System-wide Gender Mainstreaming Policy and Strategy. OSAGI,  
*Discussion Note* Draft for discussion, 10 February 2006