

United Nations  **Nations Unies**

**Administrative Committee on Coordination
Inter-Agency Meeting on Women and Gender Equality**

Report

**Workshop on
Approaches and Methodologies for
Gender Mainstreaming**

**New York
27 February - 2 March 2001**

Foreword

Gender mainstreaming is the globally accepted strategy for promoting gender equality, established in the Beijing Platform for Action in 1995. An authoritative definition of gender mainstreaming has been provided in the ECOSOC agreed conclusions 1997/2:

Mainstreaming a gender perspective is 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 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 Administrative Committee on Coordination (ACC) made a clear statement of support for gender mainstreaming at the twenty-third special session of the General Assembly in June 2000, indicating that the Executive Heads of the organizations of the United Nations system are fully committed to "intensified action in support of accelerated implementation of the Platform for Action and gender mainstreaming" (A/S-23/8, Para 5). The statement outlines a number of concrete steps to be taken by the organizations of the United Nations system, include efforts to 6 6 encourage and support the sharing of experiences and good practices in implementing the Beijing Platform for Action and in using the gender mainstreaming approach in a cross-cutting manner." (A/S-23/8, Para. 5c).

The ACC Inter-agency Meeting on Women and Gender Equality (IAMWGE), which is comprised of representatives of all United Nations entities, has been charged with promoting and facilitating greater coordination and collaboration on gender equality throughout the United Nations systems. An important part of this work is the development of common approaches, methodologies and instruments for gender mainstreaming. The IAMWGE has contributed effectively to the development of the capacity of the United Nations for implementing the gender mainstreaming strategy, particularly through the exchange of experiences, guidelines and good practice examples.

This workshop on gender mainstreaming, organized by the IAMWGE in conjunction with its sixth session in March 2001, provided an opportunity for members of IAMWGE to present concrete experiences in bringing gender perspectives to the centre of attention in policy and programme development, intergovernmental processes as well as in developing capacity among professional staff for gender mainstreaming. The participants exchanged views on strategies for increasing the focus on gender perspectives in the substantive work programmes of their entities.

It is my hope that this report, while prepared in the specific context of the IAMWGE, will also prove to be of use in other contexts.



Angela E.V. King
Chair of the Inter-agency Meeting on Women and Gender Equality

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Introduction

A one-day workshop on Approaches and Methodologies for Gender Mainstreaming was organized in conjunction with the annual meeting of the Administrative Committee on Coordination (ACC) Inter-Agency Meeting on Women and Gender Equality (IAMWGE) in New York, 27 February - 2 March 2001. The workshop was organized by the Office of the Special Adviser on Gender Issues and Advancement of Women in collaboration with other members of the inter-agency group.

The workshop was opened by the Special Adviser on Gender Issues and Advancement of Women, Ms. Angela King, who welcomed participants and made an opening statement. She thanked, in particular, those Members who had agreed to facilitate, make presentations and chair sessions. The workshop emerged from the expressed desire of the Committee at its fifth session to provide an opportunity, within the context of the annual session, for deeper exchange of ideas and experiences, including good practices and measures identified to address new challenges. The Chair re-emphasized the importance of a greater focus on approaches and methodologies for gender mainstreaming in the context of the discussions on the work programme and working methods of the Commission on the Status of Women, as a result of which it is expected that monitoring and reporting requirements on gender mainstreaming will be increased in the future.

The Executive Director of the United Nations Centre for Human Settlements (UNCHS), Ms. Anna Kajumulo Tibaijuka, provided the keynote address to the workshop. Ms. Tibaijuka emphasized the importance of ensuring that the interests and priorities of women are taken into account in the work of the United Nations, if achievement of sustainable development is to be possible. Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF) was emphasized as a critical entry-point for bringing gender perspectives to bear on the operational work of the United Nations. In this context, the importance of developing greater capacity for gender mainstreaming was emphasized. Ms. Tibaijuka congratulated the Meeting on the innovative collaborative work being done in support of gender mainstreaming, ranging from working on databases of good practices and training materials to developing collaborative strategies to influence the preparations of the International Conference on Finance for Development. The catalytic value for individual entities of the work of the Meeting on gender mainstreaming in programme budgets was highlighted. It was emphasized that representation of women was an essential but not sufficient element in gender mainstreaming. Ms. Tibaijuka pointed to the need for greater focus on the development of institutional strategies for achievement of the goal of gender equality. More active partnerships with civil society at all levels were also called for.

Members of the Inter-Agency Meeting on Women and Gender Equality, in sharing their expectations for the workshop, expressed the need for exchange on methodologies and good practices, particularly on measures which would make attention to gender perspectives more routine in their organizations and on means of tracking progress in gender mainstreaming, as well as verification that efforts being made in individual

entities were in keeping with the collective wisdom of the United Nations system on gender mainstreaming.

Summary of the workshop proceedings

During the morning session of the workshop, a number of Members presented examples of their efforts to promote gender mainstreaming in different areas and with a variety of approaches. The presentations covered (a) incorporating gender perspectives into corporate medium-term planning processes (FAO)¹; (b) organizational arrangements to support gender mainstreaming (UNFPA)²; (c) incorporating gender perspectives at programme level (UNCHS); (d) gender mainstreaming in intergovernmental processes (ESCAP)³; and (e) methods and tools to support gender mainstreaming (OSAGI)⁴. In the ensuing rich discussions it was clear that, despite the wide variety of organizational structures, there are commonalities which can be identified and addressed constructively in a collaborative manner.

In the afternoon session working groups, chaired by International Labour Organization (ILO), Economic Commission for Europe (ECE), United Nations High Commissioner for Refugees (UNHCR) and United Nations Children's Fund (UNICEF), discussed improving monitoring and reporting, developing indicators of progress, establishing mechanisms for accountability and possible follow-up to the workshop. The results of the discussions were presented in terms of good practice, identifying new challenges and concrete recommendations to the Meeting and are taken up in the recommendations in this report.

A number of important achievements, lessons learned, and good practice examples were identified. The promotion of implementation of gender mainstreaming was recognized as a slow process, with incremental gains over time. The fact that progress is difficult (and sometimes impossible) without more active support of senior managers was highlighted. Capacity-building was recognized as a critical element and the need for innovative and diverse approaches was raised. Efforts to identify different types of resistance to gender mainstreaming and to develop effective strategies for addressing these were recognized as an essential element. The importance of identifying what needs to be done in different areas of work, developing concrete strategies and securing the endorsement of senior management for these strategies was also recognized. The need to link strategies with concrete outcomes was emphasized. The provision of positive incentives and recognition of the advances made, however small, was identified as important for creating a positive institutional environment for gender mainstreaming. The need for persistence, patience and prioritization on the part of gender specialists and focal points was emphasized as critical.

¹ FAO - Food and Agriculture Organization of the United Nations

² UNFPA - United Nations Population Fund

³ ESCAP - Economic and Social Commission for Asia and the Pacific

⁴ OSAGI - Office of the Special Adviser on Gender Issues and Advancement of Women

Achievements and good practice examples identified included carrying out corporate reviews of progress in gender mainstreaming in a consultative fashion; incorporating gender perspectives in medium-term planning processes; efforts to make a "business case" for including gender perspectives in work programmes, couching the arguments for gender mainstreaming in language recognized by the target groups, for example, economists, demographers, statisticians; repackaging of information in order not to overload professional staff; strategic use of general mandates on gender mainstreaming and mandates on specific areas of work; involving non-specialists and men actively in gender taskforces; consultative processes focused on work programmes as a means of developing capacity for gender mainstreaming; working collaboratively and refusing to take responsibility for gender mainstreaming in processes that "belong" to other parts of the entities, for example, expecting that instructions on gender mainstreaming in budget processes should come from the budget department and not the gender unit; developing alliances both inside and outside entities, including working strategically with Member States and governing bodies; innovative use of websites and intranets; utilizing the women's movement as a catalyst for change; keeping gender issues related to the work programme at the centre of attention, using a variety of methods.

The Members expressed appreciation of the opportunity for deeper reflection and exchange of ideas. The value of such professional exchange was acknowledged by the suggestion that such a workshop be made a part of the regular agenda of the Meeting and that similar opportunities should be provided to gender focal points throughout the system. The workshop was closed by the Chair of the Meeting who thanked the colleagues who participated in the workshop by facilitating, presenting experiences, chairing working groups or supporting the organization of the workshop.

Main conclusions and recommendations from the workshop

The meeting expressed its appreciation to the Chair of the Meeting for organizing the workshop and to the Executive Director of UNCHS, Ms. Anna Tibaijuka, for providing an excellent introduction to the workshop through her keynote address. The importance of the United Nations being at the cutting edge in the development of gender mainstreaming approaches and methodologies, in order to provide role models for Member States, was emphasized in the workshop. The critical role of the IAMWGE in the achievement of the advances made on gender mainstreaming in the United Nations since the joint workshop organized by the Inter-Agency Committee on Women and Gender Equality (IACWGE) and the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) Working Party on Gender Equality in Geneva 1997, was recognized. The importance of identifying and addressing new challenges to gender mainstreaming as part of the follow-up to the twenty-third special session of the General Assembly, particularly in relation to accountability for gender mainstreaming, was highlighted.

A number of critical challenges were raised which included: identifying the strategic entry-points - the critical events or processes which provide potential for leverage from a

gender perspective; ensuring that gains made in relation to gender mainstreaming are not lost in restructuring and reorganization within entities; moving from a reactive to a proactive mode in promoting gender perspectives in substantive work; engaging senior management and securing accountability for gender mainstreaming; developing methodologies and tools to ensure attention to gender perspectives becomes routine in all areas of work; developing more innovative means of mainstreaming in normative work; moving gender mainstreaming work from extra-budgetary resources to regular budget resources; strengthening the mandates and resources of gender units and gender focal points, including through provision of training, in order to stimulate effective catalytic roles; and institutionalizing men's involvement in gender mainstreaming efforts.

Specific challenges for the work of gender units and gender focal points included knowing when to "let go" of gender mainstreaming processes while still providing adequate levels of monitoring and necessary support to ensure these processes stay on track; including in work programmes the need for preparedness to cope with demands created by catalytic work; and working strategically to deal with conceptual confusion and avoid unhelpful dichotomies, including developing greater understanding that women's interests can and should be addressed in the context of a gender approach.

Conclusions arising from the workshop

Based on the discussions in the workshop the Meeting arrived at the following conclusions:

- The regional commissions have a critical role in influencing intergovernmental processes from a gender perspective, particularly through opportunities for direct contact and collaboration with line ministries, which develops a conducive environment for gender mainstreaming and supports the work of other entities at regional level.
- Methodologies and tools for corporate reviews and audits need to be developed, with emphasis on utilizing these processes to secure greater accountability for gender mainstreaming, particularly at senior management levels.
- Greater accountability from senior management is needed in a number of key areas, for example, in relation to the provision of capacity-building on gender mainstreaming for professional staff and adequate follow-up; development of clear instructions and support on gender mainstreaming for outposted staff; and adequate attention to gender mainstreaming in terms of reference for technical and programme staff and managers.
- There was recognition that some issues are more difficult than others in terms of potential for incorporating gender perspectives, and some institutions present more constraints for gender mainstreaming than others. The need for special assistance for parts of the United Nations system which have, for different reasons, not been able to

make as much progress as others, was highlighted. This could include more direct collaboration between individual Members of the Meeting.

- Issues relating to the establishment of an institutional environment conducive to the promotion of gender equality were also raised in the discussions. These included gender balance issues, sexual harassment, and work-family relationships. This led to a discussion of the advantages and disadvantages of separating or combining work on these issues and promotion of attention to gender perspectives in substantive work. It was concluded that it is not possible to have uniform modalities for this issue. While some organizations have managed to work successfully through an approach which integrates issues of a gender-sensitive work environment with gender mainstreaming in the substantive work, in other entities a clear separation of the issues and the mechanisms for addressing them is essential for ensuring progress in gender mainstreaming.

Recommendations from the workshop

The Members also put forward for adoption by the Meeting a number of key recommendations arising from the workshop.

- The members of the ACC should be invited to establish, within their own organizations, regular reporting mechanisms for all senior managers on gender mainstreaming. The ACC should be further invited to undertake in 2002 a review of progress made in the implementation of agreed conclusions 1997/2, based on a report to be submitted by the Meeting. The preparation of such a review and consideration of the findings by the ACC would allow for systematic assessment of good practices, and remaining challenges.
- The Chair of the Meeting was invited to request the Secretary-General to send a second communication on gender mainstreaming as a follow-up to the twenty-third special session of the General Assembly.
- The Chair of the Meeting was invited to follow-up the communication from the Secretary-General with a letter to heads of all entities, as was successfully done following the Economic and Social Council (ECOSOC) Agreed Conclusions 1997/2.
- The matrix developed by OSAGI should be further developed as a base for monitoring progress in gender mainstreaming across the system. It could be developed as a database which would be updated on a regular basis by entities in the system. This would provide an internal monitoring tool for senior management within entities, useful for assessing progress over time, as well as a mechanism to assist the Special Adviser on Gender Issues and Advancement of Women in having an up-to-date overview of progress throughout the system, for reporting to the Secretary-General, the ACC, and relevant intergovernmental bodies. Guidelines should be developed to ensure consistency of reporting.

- The possibility of developing one basic system-wide annual reporting mechanism on gender mainstreaming should be investigated.
- Case studies could be carried out to identify the incentives and disincentives for gender mainstreaming inherent in financial and administrative rules and regulations.
- The need for different types of verifiable indicators to both clarify the process and the achievement of the ultimate goal of gender mainstreaming was recognized. The IAMWGE should investigate ways and means of developing common sets of indicators to cover different needs, for example, indicators on the human and financial resources required for gender mainstreaming; indicators for qualitative institutional change in support of gender mainstreaming; and indicators to ensure that processes of restructuring and reorganization within entities do not entail negative development in terms of gender mainstreaming. Indicators to measure progress in integrating gender perspectives in substantive work are also required and these could include indicators of gender mainstreaming in major areas of work; and indicators for both policy/normative work and operational work.
- Improved linkages should be developed between the Inter-Agency Meeting on Women and Gender Equality and its taskforce on Women, Peace and Security and the Inter-agency Standing Committee (humanitarian affairs), and the possibility of inviting Department of Peace-keeping Operations (DPKO) and Department of Political Affairs (DPA) to join the Inter-agency Standing Committee should be investigated.
- Greater visibility for the work of the Inter-Agency Meeting on Women and Gender Equality on gender mainstreaming should be promoted. Practical steps recommended included extracting important elements from the reports of the annual sessions to be sent to heads of entities by the Chair of the Meeting; involving Department of Public Information (DPI) in interviews and press releases around the work of the Meeting; getting information on the Meeting into different forms of entity information materials; arranging joint special events in conjunction with intergovernmental meetings.
- Noting the effectiveness of the one-day workshop on gender mainstreaming, opportunities for professional exchange on gender mainstreaming similar to this workshop should be provided for gender focal points to strengthen their roles in catalyzing for gender mainstreaming, for example, within the regional commissions.

The Meeting decided to include a workshop on progress on gender mainstreaming as a regular item on its agenda, covering different aspects of gender mainstreaming, such as, institutional development for gender mainstreaming, field-level experience with gender mainstreaming, etc. The Meeting agreed on the topic for the next workshop: Skills enhancement of technical staff for gender mainstreaming.

It was also agreed that the report on the discussions and outcome of the workshop prepared by OSAGI should be sent to the ACC High Level Committee on Programmes and should be sent by the Chair of the IAMWGE to the OECD/DAC Working Party on Gender Equality, as a follow-up to the joint IAMWGE/OECD-DAC workshop on gender mainstreaming in Geneva in 1997.

Annex One:

Aide Memoire and Agenda of the workshop

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

AIDE MEMOIRE

Overall objectives

The workshop aims to foster greater understanding of, and capacity for, gender mainstreaming, through a process of dialogue and exchange of experiences among entities of the United Nations system on efforts to incorporate gender perspectives into different areas of work of the United Nations. Concrete recommendations will be made for strengthening gender mainstreaming throughout the system.

Topics for discussion

Participants will exchange experiences on innovative approaches and methodologies in relation to integrating gender perspectives in policy and programme development and intergovernmental processes, as well as in developing mechanisms and tools to support gender mainstreaming. In-depth discussion in working groups will focus on key issues for improving gender mainstreaming, such as improved monitoring and reporting (including indicators of success), establishing accountability (particularly of managers) and supporting catalytic roles for specialists, as well as other issues identified by the participants themselves as critical for further development.

Outcome

The findings and recommendations of the workshop will be included in the report of the Inter-Agency Meeting on Women and Gender Equality on its Sixth Session. A more detailed separate report will also be prepared, which summarizes the presentations made on innovative efforts to promote gender mainstreaming, the results of plenary and working group discussions and the recommendations of the Meeting.

Format

The dialogue and exchange will take place in the form of presentations and discussions in plenary during the morning session (9:30-1:00). Presentations will be strictly limited to between 10-12 minutes to allow time for discussions. The morning session will be chaired by a facilitator. The four working group sessions in the afternoon (between 3:00-4:30) will be guided by Chairs. Rapporteurs will be selected to report back to the plenary (4:30-6:00). The conclusion of the workshop and adoption of recommendations will be chaired by the Special Adviser.

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

AGENDA

9:30 - 11:00 **1. Welcome and Introduction**

- Opening: Ms. Angela E.V. King, Chair of the IAMWGE
- Keynote address: Ms. Anna Kajumulo Tibaijuka, Executive Director, UNCHS

2. Examples of gender mainstreaming within the UN system

Facilitator: Ms. Joanne Sandler, UNIFEM

- Incorporating gender perspectives into the corporate medium-term planning process -Ms. Sissel Ekaas, FAO
- Organizational arrangements to support gender mainstreaming - Ms. Wariara Mbugua, UNFPA

Plenary discussion

11:00 - 11:30 **COFFEE BREAK**

11:30 - 1:00 **2. Examples of gender mainstreaming within the UN system (cont'd)**

- Incorporating gender perspectives at programme level, Ms. Diana Lee-Smith, UNCHS
- Gender mainstreaming in intergovernmental processes, Ms. Thelma Kay, ESCAP
- Tools to support gender mainstreaming, Ms. Carolyn Hannan, OSAGI

Plenary discussion

Introduction to the afternoon session

1:00 - 3:00 **LUNCH**

3:00 - 4:30 **3. Moving forward on gender mainstreaming**

Working group sessions (4 groups)

Group One: Chaired by Ms. Jane Youyun Zhang, ILO;

Group Two: Chaired by Mr. Patrice Robineau, ECE;

Group Three: Chaired by Ms. Joyce Mends Cole, UNHCR;

Group Four: Chaired by Ms. Sree Gururaja, UNICEF.

4:30 - 6:00 Report-back from the group sessions (Rapporteurs from groups)

Facilitator: Ms. Joanne Sandler, UNIFEM

4. Conclusion of the workshop

- Adoption of recommendations
Chaired by: Ms Angela E.V. King

Annex Two:

**Introductory statements
by
Ms. Angela E.V. King
and
Ms. Anna Kajumulo Tibaijuka**

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

**Opening remarks by
Angela E.V. King
Special Adviser on Gender Issues and Advancement of Women
Chairperson of the Meeting**

I would like to welcome you to the one-day workshop on "Approaches and Methodologies for Gender Mainstreaming" which I am sure you will find both interesting and useful. The motivation for the workshop arose from the concern expressed by Members of the Inter-Agency Committee at the sixth session that, although gender mainstreaming is an integral part of the work of all members, not enough time was set aside in the context of the annual sessions for exchange on approaches and methodologies. Given the expressed felt need and interest in the topic, I am sure you will all be very active participants. I particularly urge those Members who have made advances in gender mainstreaming to share their knowledge and ideas freely.

It is my pleasure to also warmly welcome the newly appointed Executive Director of the United Nations Centre for Human Settlements (UNCHS), Ms. Anna Kajumulo Tibaijuka. The Inter-agency Committee is very honoured that you have agreed to make the keynote statement at this workshop and share with us some of your insights on this important strategy.

Before moving to the keynote statement, however, I would like to thank the Members of the Committee who have collaborated with my office in the organization of the workshop. These include the Food and Agriculture Organization of the United Nations (FAO), the United Nations Population Fund (UNFPA), the Economic and Social Commission for Asia and the Pacific (ESCAP), UNCHS who will share some of their innovative efforts to bring gender perspectives into the work of their organizations, during the morning session. The International Labour Organization (ILO), the Economic Commission for Africa (ECA), the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR) will guide the afternoon discussions in the working groups, where participants will be requested to discuss a number of critical issues for moving forward with the gender mainstreaming strategy. The United Nations Development Fund for Women (UNIFEM) will act as facilitator for the morning session. My office will take the responsibility for reporting on the workshop, both in the context of the overall report on the inter-agency meeting and through preparation of a separate more detailed report for broader distribution.

The working group sessions this afternoon will be asked to address four critical issues. The first is that of improving monitoring and reporting on gender mainstreaming. As I mentioned in the opening of the meeting on Tuesday, gender mainstreaming is being given increased attention in the work of the Commission on the Status of Women and the

issue of the monitoring and reporting mechanisms, including through the rolling reports to the Commission on the Status of Women (CSW), Economic and Social Council (ESOSOC) and the General Assembly and the reviews of the System-wide Medium-term plan (SWMTP), has been raised. We need to give this serious consideration and come up with some concrete recommendations as reporting demands are likely to increase rather than decrease and there is need to find approaches to monitoring and reporting which are also useful for those reporting.

In the context of improving monitoring and reporting, the working groups are urged to consider the development of indicators for measuring success with gender mainstreaming, as well as internal mechanisms for regular review and appraisal of progress.

A third related question is that of ensuring stronger accountability for gender mainstreaming, particularly from senior management. In the preparation of the baseline survey on progress in gender mainstreaming, which my office is in the process of compiling with your assistance, it is interesting to note that there are very few examples provided on development of mechanisms for accountability. This issue clearly requires urgent attention.

A final important issue the working group sessions will be asked to consider is follow-up to this workshop by the Committee. One possibility could be to agree to hold a workshop on some aspect of gender mainstreaming in conjunction with each annual session. For example, although this workshop focuses specifically on operational activities the experiences provided are largely from headquarter's level. It would be useful to organize a similar workshop with participants from the field level who would provide another dimension to the discussion in terms of both potentials and constraints. There is also need to focus more on institutional development to support gender mainstreaming, for example, in securing and utilizing management support effectively, promoting greater catalytic roles for focal points and specialists, and developing capacity, areas where I know many of our Members have done innovative work.

I wish you a very successful workshop and look forward to chairing the final session when the recommendations from the discussions will be presented.

I now invite the Executive Director of UNCHS, Ms. Anna Tibaijuka, to make her keynote statement.

Thank you.

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

**Keynote address by
Anna Kajumulo Tibaijuka
Executive Director
United Nations Centre for Human Settlements (Habitat)**

Special Adviser, Angela King, Colleagues and Friends

When I say it is a pleasure to be with you today to open your workshop on gender mainstreaming, it means a bit more than when one usually says such things. Having recently taken over as the first woman Executive Director of a UN⁵ body that deals with a traditionally male-dominated area, I am acutely aware of the difficulties of mainstreaming gender in all of its activities. As a woman, and as an African woman in particular, I am committed to ensuring that the interests and priorities of the average woman in all our societies are taken on board and addressed in the work of the United Nations.

I want to learn more about the progress on, and problems of, gender mainstreaming throughout the UN system from this workshop. I am also keen to explore with you how the different bodies of the United Nations can work strategically together to achieve our collective goals. From what I understand, this committee is something of an innovator in this respect, with a number of useful collective outputs and a collegial style of work that crosses the conventional barriers that so often divide us.

It is worth something that you have been able to create, as a committee, a database of good practices, several analytical studies such as the one on gender focal points in the UN system, and to successfully advocate for a better gender input to financing for development. I was particularly interested to learn, when I joined UNCHS⁶ (Habitat), that your system-wide study on gender budgeting had had a catalytic effect - it got people talking about, and then acting on the topic within our organization.

But in this keynote address I want to examine, not so much the experience of my organization in mainstreaming gender, which will be presented anyway a bit later on in the workshop, but to see how we can develop a **collective vision of mainstreaming gender in the UN system**.

The Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) are invaluable tools that help bring coherence to the work of the different UN bodies. It is essential that women's issues and priorities are incorporated systematically into both CCA and UNDAF, not only through clear cut

⁵ UN - United Nations

⁶ UNCHS - United Nations Centre for Human Settlements (Habitat)

frameworks, but also through commitment and action on the ground in each country. This can only be achieved when there is capacity, both within UN ranks and in the member states, to address women's issues.

Women's representation is necessary, but not sufficient. The capacity of both women and men staff members has to be built, so that they know how to bring out the issues that affect poor women, and deal with them. The same applies to capacity-building among the Member States. This is a long term task. The UN has to take it seriously and begin building the institutional structures and procedures that can help achieve the goal.

Let me take a minute to look at the situation with respect to UNCHS (Habitat), its efforts to change things on the ground and its relationship with the rest of the UN.

My organization deals with just one slice of the United Nations mandate – that of urban poverty. In addressing cities and other human settlements, we look at the causes and dynamics of urban poverty, including rural-urban linkages. In doing this, it is crucially important that we have an effective way of working with other UN bodies, both to avoid overlaps and to get the best out of our collective efforts.

I am very happy with recent progress on getting the approval of ECOSOC⁷ and the Human Settlements Commission for UNCHS (Habitat) to act as the task manager for coordinating implementation of the Habitat Agenda in the UN. This is absolutely essential if we are to work together and address the problem of urban poverty properly in countries.

Two of the UN partners with which we have active relationships are the United Nations Development Programme and the United Nations High Commission on Human Rights. Both pointed out during the recent Prepcom for Istanbul +5, which takes place as a Special Session of the General Assembly in June, that the issues of the Habitat Agenda have to be properly incorporated in the CCA and UNDAF.

Gender issues are central to the Habitat Agenda. Within our strategic focus, women's property rights and women's inclusion in local decision-making are key aspects. And we have set the impact on poor women as a key indicator of the success of Habitat's interventions. But setting these as policy goals and programme priorities will take us nowhere if we have no systematic way of getting them into the wider policy frameworks of the UN, and thus within countries.

We may have operations on the ground, but however effective these may be in the places they are located, they will tend to be one-off and lack wider impact when not part of coordinated United Nations and other development assistance frameworks and activities.

Let me now come back to the role of this committee in developing and realizing a collective vision of gender mainstreaming in the UN.

⁷ ECOSOC - Economic and Social Council

As an economist, and with a background and special interest in the least developed countries, I was particularly interested to hear about the committee's collective initiative to lobby for a gender input into the 2002 high level intergovernmental event on Financing for Development. This is the kind of strategic thinking and action that is needed to get poor women's needs addressed at the highest levels of decision-making.

The additional points that have been included in the Secretary-General's report to the event, especially under "mobilizing domestic financial resources for development" are key to incorporating women better into economic development. In fact, they may be key to effective economic development itself, especially in least developed countries. I am thinking in particular of the loosening up and removal of barriers to women's control over basic resources. These barriers are primarily social in character, although I am well aware that legal barriers must first be removed.

In this important initiative of your inter-agency committee, you have also recognized that links with civil society are important for the realization of United Nations programme objectives. Collaboration with civil society is likewise highlighted as one of the illustrative areas of focus for the proposed new High Level Committee on Programmes, in the review of the Administrative Committee on Coordination (ACC).

In my opinion, the United Nations needs active partnerships with civil society organizations at the global level in order to understand and deal with the barriers to women's economic development. We need such partnerships at the international level, just as we advocate for them between governments and civil society at the national level.

As I mentioned, I am not going to go into the details of gender mainstreaming within UN bodies. It is a large and specialized topic, which I know you are the right people to deal with it in the rest of today's work. In my own organization we have been working hard on this, creating and refining our policies and our structures, assessing our needs for capacity-building, tools and procedures. These are all essential to bring our various organizations up to a level of competent performance in addressing women's needs. I myself want to learn more about it, as I am sure all of you do as well, even though you are the experts. This is why the workshop was called for.

I hope that my few comments, highlighting the need for a collective vision of mainstreaming gender in the work of the UN as a whole, are useful. I know this is an innovative body and that the UN itself needs innovation at this time in its evolution. My comments are simply intended to put your work for today into its broader context. I wish you all the best for a productive workshop.

Annex Three:

Presentations

by

Ms. Sissel Ekaas
Ms. Wariara Mbugua
Ms. Diana Lee Smith
Ms. Thelma Kay
Ms. Carolyn Hannan

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

**Incorporating a Gender perspective in Corporate Medium-term planning and
programming processes:
Lessons Learned in developing the
Food and Agriculture Organization of the United Nations (FAO)
Gender and Development Plan of Action (2002-2007)**

**By
Sissel Ekaas
Director
Women and Population Division, FAO**

The FAO Gender and Development Plan of Action (2002-2007), illustrates an approach to institutionalizing the incorporation of a gender perspective into the mainstream strategic planning and programming process of a United Nations (UN) specialized agency. The Plan was developed through extensive consultations between the Women and Population Division (SDW), responsible for managing and guiding the preparation process and 24 technical Divisions, as well as the Programme, Budget and Evaluation Office (PBE), and the Staff Development and Training Unit. The present note serves to illustrate the respective roles and responsibilities, as well as the resources required, of the corporate gender focal point unit (SDW), and other organizational entities. Hence, for the purpose of inter-agency learning, the focus is more on the methodology and process for institutionalizing gender mainstreaming, rather than on the content of the resulting product, the Gender and Development Plan of Action (GAD-PoA).

Background

The first *FAO Plan of Action for the Integration of Women in Development (1989-1995)* served as FAO's strategic framework for implementing recommendations from various international conferences, and in particular the 1985 *Nairobi Forward-looking Strategies for the advancement of women*. The second *FAO Women in Development (WID) Plan of Action (1996-2001)* aimed to provide a clearer focus for the achievement of measurable medium-term goals, as well as institutionalize support for WID in all areas of FAO's mandate. This second plan also represented FAO's immediate follow-up to the Beijing Platform for Action on Women adopted in 1995. While the first plan had largely been elaborated by the Women in Development Service, the second plan was the product of an extensive consultative process involving all technical divisions at Headquarters.

During the implementation of the second plan, and at the request of the FAO Programme Committee, a corporate review was undertaken to assess progress made in gender mainstreaming within FAO. The 1999 *Corporate Progress Report on Gender*

Mainstreaming concluded that, in order to make further progress in gender mainstreaming within FAO, the next Plan of Action should ensure, *inter alia*:

- linkage with the overall programme planning, budgeting, monitoring, reporting and evaluation in FAO, such as the medium-term and biennial programming processes;
- development of verifiable gender-sensitive indicators for monitoring, evaluation and reporting on progress;
- clear articulation of shared monitoring responsibilities among programme managers;
- regular reporting on progress in gender mainstreaming in corporate reports, (e.g., the *Programme Implementation Reports* and the *Programme Evaluation Reports*);
- development of a simple coding and monitoring system for gender mainstreaming within the results-based programme model;
- clear separation of gender mainstreaming in FAO's technical work and the issue of gender balance in staffing.

The new Gender and Development Plan of Action (2002-2007), represents a framework for making the transition from WID to GAD and to mainstream gender into the normative and operational work of FAO through the strengthening and/or establishment of organization-wide support mechanisms and monitoring systems for gender mainstreaming, as well as building the awareness and skills of FAO's staff for gender mainstreaming within the corporate staff development and training programme. Its strategic objectives derive from FAO's *Strategic Framework 2000-2015*; and to achieve these objectives, it identifies a series of activities to be undertaken in four priority areas (Food and Nutrition; Natural Resources; Agricultural Support Systems; and Agricultural and Rural Development Policy and Planning).⁸ In support of FAO's overall mission to help build a food-secure world, the Plan aims at removing the obstacles to women's and men's equal and active participation in, and enjoyment of, the benefits from agricultural and rural development. The Plan also reflects as well as on the experiences and conceptual development emerging from the series of international conferences held in the 1990s.⁹

Methodology of elaboration

The Plan builds on lessons learned from the implementation of the two previous plans, as well as the conclusions and recommendations of the aforementioned 1999 Corporate Progress Review, particularly in relation to the need for more attention to the processes, mechanisms and skills needed to institutionalize the gender mainstreaming approach within FAO's regular programme of work.

⁸ The activities are distributed accordingly: Agricultural and Rural Development Policy and Planning (52%); Natural Resources (21%); Agricultural Support Systems (21%); and Food and Nutrition (5%).

⁹ E.g., *UNCED*, the 1993 *World Conference on Human Rights*, the 1994 *International Conference on Population and Development*, the 1995 *World Summit for Social Development*, the 1996 *Conference on Human Settlements*, the *Beijing Declaration and Platform for Action*, article 14 of the *CEDAW*, the *Beijing +5 Review*, the 1996 *Rome Declaration on World Food Security*, the *World Food Summit Plan of Action*, and the FAO 1999 *High-Level Consultation on Rural Women and Information*.

The Plan was prepared through a consultative process involving FAO's technical units and the Programme, Budget and Evaluation Office. The Women and Population Division (SDW) of the Sustainable Development Department, in its capacity as corporate gender focal point unit, served as facilitator and manager of the preparation process, in close collaboration with the aforementioned units. In a first round, divisions coded their outputs with respect to gender,¹⁰ and conceptual misunderstandings were addressed in subsequent consultations between SDW and technical divisions. The second round of consultations also provided detailed guidelines for the divisions' own review of selected major outputs of the *Medium-Term Plan 2002-2007*, with the aim to explicitly incorporate a gender dimension into these and to develop gender-sensitive indicators for monitoring and evaluation of progress. Specifically, the methodology involved the following key steps:

- obtention of clear mandate from supreme governing body of the organization: based on UN system-wide mandates and the result of the 1999 Corporate Review on gender mainstreaming, the FAO Council and Conference in November 1999 endorsed a Secretariat proposal to prepare a new Gender and Development Plan of Action (2002-2007) building on lessons learned and which would realign concepts, approaches and institutional mechanisms with the Gender and Development approach widely adopted in the UN system;
- immediately following the obtention of the above mandate, consultations were initiated (December 1999) with the Programme, Budget and Evaluation Office, at the level of Directors, to develop a joint strategy for visibly mainstreaming gender into the corporate medium-term plan (MTP) and to prepare the Gender and Development Plan of Action, as an integral part of the MTP;
- inclusion, in the overall MTP Guidance note from the Director of the PBE, of an explicit instruction to all managers to address gender issues in the development of their respective medium-term programme of work;
- successful lobbying by SDW for a change of the terms of reference (TOR) of the highest internal Project and Programme Review Committee to include promotion of gender equality and equity as one of six fundamental principles against which all proposals, regardless of source of funding, would be assessed (new TORs issued February 2000);
- joint development by PBE and SDW, and in consultation with an interdepartmental committee of WID/gender focal points, of a simple coding system for gender mainstreaming within the MTP;
- review by the Women and Population Division (SDW) of approximately 500 major outputs in the draft MTP, which yielded very disappointing results – hence a preliminary selection was made by SDW of approximately 120 major outputs to be further examined jointly with respective divisions from a gender perspective and for eventual inclusion/cross-referencing to the GAD-PoA;
- development by SDW of annotated outline of the GAD-PoA and review and endorsement by senior management;

¹⁰ A simple coding system composed of the following categories were selected: (1) may have negative implications for women; (2) gender neutral; (3) specifically considered gender differentiation for effectiveness; (4) majority directed towards benefits for women; (5) entirely directed towards benefits for women.

- development by SDW of detailed guidelines for divisions in the review of their major outputs from a gender perspective and designation of focal points within SDW to dialogue with the various divisions throughout this exercise;
- consistent communication at senior management level to emphasize that responsibility for gender mainstreaming rests at the highest level;
- intensive dialogue over several months with every division to review description, definition of target groups, indicators and so forth of their programme entities and selected major outputs; and personal visits by corporate gender focal point to regional offices;
- consolidation by SDW of first draft of GAD-PoA based on inputs received from other divisions and circulation of draft for review by all senior managers;
- dialogue between SDW and the Staff Development and Training Unit on a joint strategy for building the skills of FAO technical staff for gender analysis;
- dialogue with management and staff in regional offices on the role of decentralized offices in the institutionalization of a gender mainstreaming approach in FAO;
- presentation of draft GAD-PoA to the FAO Programme Committee in the presence of senior managers from all departments (May 2001);
- continuous dialogue with PBE on updating the MTP database with the amendments received from divisions to narratives and to field of indicators and cross-referencing major outputs to the GAD-PoA for future monitoring and reporting purposes;
- development by SDW and review and endorsement by senior managers of new terms of reference for gender focal points in technical units and designation of such focal points by senior managers (spring 2001);
- development and endorsement of revised functional statement and proposal for name change of Women and Population Division to Gender and Population Division and corresponding name change for major programme area in programme of work and budget (PWB);
- preparation by SDW of the final version of the GAD-PoA, taking into consideration observations made on the draft by the FAO Programme Committee, and final endorsement of this version by senior managers in all departments (important for ownership), as well as by the Office of the Director-General (July 2001), for submission to the FAO Council and Conference for final approval in November 2001.

Concluding remarks

As can be seen from above, the process of preparing the Plan involved many steps and took roughly one and a half years from beginning to end. While this may seem long, for the purpose of institutionalizing gender mainstreaming, the process is probably as important as the outcome, as it constituted a continuous learning exercise for all units and staff involved. It also provided many opportunities to clarify prevailing conceptual confusions, as well as for the corporate gender focal point unit to better assess the real constraints and opportunities for gender mainstreaming within FAO.

However, it cannot be denied that such a process is very resource-intensive, particularly for the unit responsible for co-ordinating the entire process. Considerable resources (primarily human) are required from the corporate gender focal point unit to facilitate,

manage and technically support the process every step of the way in order to bring it to a successful conclusion. This is particularly true within a large and complex organization such as FAO (24 technical divisions, 65 technical services, as well as other relevant units, and decentralized offices) and with a mandate hailing from natural sciences rather than social sciences.

The level of involvement of technical divisions in the consultative process has been impressive and is very important for ensuring ownership of the Plan throughout the organization. However, only 50% of divisions submitted indicators to measure the impact of gender mainstreaming. This is an area recognized both by SDW and PBE where further normative work as well as training is needed to ensure effective monitoring and evaluation of progress. The lack of gender analytical skills among technical staff, as well as the lack of understanding among many managers of key concepts and principles of results-based programming and the purpose of indicators in that context, currently obstructs effective mainstreaming. For this purpose, the Personnel Division (AFP), PBE and SDW are jointly working on revising the internal training strategy to build skills in these areas and to incorporate gender modules in training on the project cycle, on monitoring and evaluation, etc.

For various reasons, the MTP and the GAD-PoA processes could not be dovetailed completely, since their deadlines and clearance processes varied. Hence, the current focus of the GAD-PoA on major outputs is a first step. While at this juncture it was more important to establish the linkage between two processes as a matter of principle, it has been recognized during the process that a more strategic focus at the level of programme entities would be necessary in future. This might also facilitate the development of better gender-sensitive indicators. The GAD-PoA is now an integral part of the MTP, which is of a rolling nature with regular review every two years for updating and fine-tuning. Hence, there may be an opportunity to address gender issues at the more strategic level in these reviews.

FAO's experience may have potential for both external and internal replication. The case study undertaken (as one of several) by the Office of the Special Adviser on Gender Issues (OSAGI) of FAO's experience in mainstreaming gender into the programme planning process should give further indications as to possible replicability for other agencies. FAO has also been asked by gender units in counterpart ministries in Member States to reflect its experience in developing such a plan, in a guideline for the development of national action plans for engendering agricultural policies and programmes. It is also believed that the capacity built internally through this continuous consultative and organization-wide process, will contribute productively to gender mainstreaming in FAO's regular work and gradually make this an automatic "reflex" among programme managers at all levels, both at headquarters and in decentralized offices.

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**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

Strategies and organizational arrangements to support gender equality

**By
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United Nations Population Fund**

Introduction

The promotion of women's rights has always been a major institutional priority for the United Nations Populations Fund (UNFPA). Women's concerns have been incorporated into population and development since the first guidelines were issued in 1975. Over the years guidelines have been revised to respond to changing circumstances. UNFPA works with countries in all regions to enhance the situation of women by supporting projects specifically devoted to improving women's health status and by mainstreaming gender concerns in all UNFPA-assisted activities. Towards this end UNFPA has committed both resources and staff. After the 1994 International Conference on Population and Development, UNFPA restated its mandate in this area to include the following:

Promotion of gender equality, equity and empowerment of women within the context of population and sustainable development focusing on three key areas: reproductive and sexual health including family planning; population and development strategies; and advocacy.

UNFPA therefore promotes women's reproductive health and rights as part of basic human rights in the context of population and sustainable development. Securing reproductive health and reproductive rights are one of the surest ways of enabling women to realize their full potential in all aspects of their lives and to achieve gender equality.

UNFPA's strategies for promoting gender equality

UNFPA has two strategies to achieve gender equality based on experience of working with women for over 30 years. These include a strong and continuing concern on promoting *women's empowerment* and a clear focus on *gender mainstreaming*.

1. *Empowerment*: In order to empower women, UNFPA addresses discrimination against women by devising programmes and strategies that increase women's capacities, opportunities, and understanding of their human rights, especially those that enhance their reproductive health. UNFPA also prioritizes initiatives that help create conditions for women to become the agents of their own development and empowerment. This focus on women is essential to the work of UNFPA because it is women who get pregnant and who give birth; consequently women carry more than

70 per cent of the disease-burden associated with reproduction. In addition, UNFPA emphasizes transformatory potential of population and development initiatives, highlighting ways in which women create new spaces for action themselves.

2. *Gender mainstreaming*: UNFPA however recognizes that women's empowerment alone is, in practice, not sufficient as a strategy to achieve gender equality. There needs to be an enabling environment to efficiently support efforts to empower women and achieve gender equity and equality. UNFPA therefore works with a broad range of partners in the population sector to incorporate a gender perspective in policies, programmes and in organizational practices. In this respect UNFPA supports partners to undertake basic and continuing analyses on the impacts and opportunities that programmes and policies have on women and men as a way of making gender equality concerns central to policy formulation, legislation, resource allocations, and planning and monitoring of programmes. Further, UNFPA emphasizes transformation of the "mainstream" by ensuring that the perspectives of both men and women inform the design, implementation, and outcomes of population policies and programmes. In this respect UNFPA focuses on men as a group as well encouraging discourse on a culture of masculinity that is non-violent and which acts responsibly on matters related to sexual and reproductive health.

Organizational responses

In order to ensure that its mandate in promoting the empowerment of women as well as supporting gender mainstreaming is effectively carried out, UNFPA has established an organizational structure that supports the mandate.

1. The Multi-Year Funding Framework 2000-2003 (MYFF) incorporating a results-based management approach (RBM) already adopted by the Executive Board is the main programming document of the organization. It identifies three goals for the organization, namely;
 - All couples and individuals enjoy good reproductive health, including family planning and sexual health throughout their life;
 - There is balance between population dynamics and social and economic development;
 - *Gender equality and empowerment of women are achieved.*

The third goal, which requires that all interventions demonstrate through measurable indicators contribution to the promotion of both gender equality and women's empowerment, asserts the centrality of these issues to the work of the Fund.

2. Organizational structures within the Fund also serve to support this mandate. For example:
 - (a) At headquarters:

- The Office of Human Resources tracks gender balance in recruitment ensuring almost a 50-50 representation, currently, of women and men is achieved in the professional ranks, the highest for any UN Agency. The office has also developed a performance appraisal system that addresses individual's contribution to the organization's third goal.
- The Gender Issues Branch regularly updates policy guidelines on gender, population and development, develops implementation tools and works with all entities of the Fund to ensure gender concerns are mainstreamed. The Branch also spearheads the development of competencies in this area.
- The Results Based Management unit promotes accountability for the three organization's goals at every level of the organization.
- Office of Oversight and Evaluation periodically undertakes Fund-wide thematic evaluations, including those related to gender mainstreaming, and raises critical issues to address in implementation.
- Geographic Divisions identify and focus on critical gender issues for their regions; e.g. masculinity in Latin America, working with women parliamentarians in Africa, trafficking in Asia and so on.
- The Information and External Relations Division (IERD) produces advocacy publications, as well as the State of the World Report, that provide a strong gender dimension to any subject, thereby often making the hidden visible.

(b) In the field:

- Every country Field Office has a designated gender focal point to champion not only gender concerns but also to ensure partnership at the country level with relevant gender constituencies.
- Nine Country Support Teams (CST) have been established which cover a cluster of 10-20 countries each. In each CST which is composed of an interdisciplinary group of 8-20 advisers, there is a senior gender adviser. The gender adviser helps countries to incorporate gender issues in country programme documents including in CCA/UNDAF. Gender advisers undertake joint missions with other advisers, provide formal and on-the-job training to counterparts, evaluate programmes from a gender perspective and suggest new and better strategies for promoting women's empowerment and gender mainstreaming.
- UNFPA Representatives actively participate and often take leadership in championing the inter-agency thematic groups on gender.
- UNFPA Representatives also provide gender perspectives of the country situation in their annual reports.

Lessons Learned

In ensuring that gender equality, equity and women's empowerment as a part of its mandate are realized in all its activities, UNFPA has learnt, and continues to learn, various lessons that enhance its work. These include the following:

- Commitment of the leadership to gender equality and equity is necessary in setting minimum standards and ensuring that those standards are maintained.
- An explicit unambiguous policy with clear organizational goals which sets out *priority* areas of concern is critical.
- Earmarked funds are essential, but ensuring that gender concerns are addressed in all other programme sectors is just as important.
- A clear organizational structure or structures, staffed appropriately, to champion gender issues is essential.
- Gender issues should be raised and addressed at the earliest stage in every undertaking, otherwise it becomes difficult to address them sufficiently later.
- Creating mechanisms for accountability that can be used to assess attention to gender issues at different levels and in different contexts distributes responsibility for gender mainstreaming more widely and thus ensures more can be done.
- Developing competencies for addressing gender issues among a broader group is vital.
- It is essential to adapt and change strategies in addressing gender issues because of the increasing complexity and linkages of gender discrimination with other forms of discrimination and to take into account emerging issues.
- External allies are important because they serve both as a barometer as well as a catalyst.

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

**By
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In 1996 the United Nations Centre for Human Settlements (UNCHS) developed a Gender Policy and Action Plan for mainstreaming gender in its work, titled "**Gendered Habitat**". This led to the establishment of a Gender Unit in 1998, making the Centre unique in having both a Gender Unit and a Women's Programme, to implement the two policy goals of the empowerment of women and gender mainstreaming. The Women and Habitat Programme worked on outreach, particularly through partnerships with women's networks, while the Gender Unit worked internally, on policy, capacity-building and evaluation.

In 2000, despite the recognition of the importance of this approach, UNCHS (Habitat) merged the two into a single Women and Gender, Norms and Policies Unit. This was because of lack of resources, as well as an attempt at rationalization within the new strategic vision of Habitat, in which women and gender issues feature prominently. The new unit has recently been re-named the Gender Policy Unit, and re-structuring continues. A major focus of current work is the review and up-date of the **Gender Policy** as a framework for putting in place effective institutional mechanisms, tools and procedures. This, and ongoing work, builds upon the learning of the previous Women and Habitat and Gender entities, as detailed below.

The *Women and Habitat Programme* facilitated the establishment of the **Huairou Commission**, an umbrella forum comprising senior women decision-makers and seven international **women's networks** that link to grassroots women's organizations worldwide. These groups have strategized around issues of women, homes and community since the run-up to the Beijing and Istanbul Conferences. They brought the concern for women's property rights, and their involvement in local decision-making, to the forefront in a variety of fora. They continue to do so in coordination with Habitat's two global campaigns, on Secure Tenure and Good Urban Governance. Currently, efforts are underway to link the work of the women's networks to the entire range of the Centre's programmes, for effective mainstreaming.

The *Women and Habitat Programme* also developed a methodology of women's empowerment through the collection and use of data at grassroots level in urban informal settlements. The **Women's Empowerment Indicators** have been applied in 17 countries. This now needs to be assessed and to be mainstreamed in Habitat's other programmes.

The *Gender Unit* began its work with a **Gender Assessment**, in order to map existing gender capacity and priorities. A lack of (and demand for) gender information was identified and addressed through monthly e-mail bulletins, **Gender News**, which in turn generated further action, including greater involvement of the regional offices. Awareness courses were designed and run. Called "**Gender in the UN**", the courses reached over 170 UN staff in Nairobi and have since been taken over by Human Resources in the United Nations Office at Nairobi (UNON), where they will become a regular feature of capacity-building.

The **Gender Task Force** of UNCHS (Habitat) was established as an *ad hoc* group of about 20-25 men and women staff members interested in promoting gender equality in their work. With its broad base in different parts of the programme and its specific concern with supporting progress on gender mainstreaming in practical ways as well as conceptually, it has been a helpful adjunct to the Gender Unit.

It has, for example, formed sub-task groups with specific targets, such as gendering the programme budget. In 2000 it was formalized, with a mandate to advise on gender mainstreaming and will be a crucial player in the development and implementation of the revised gender policy.

The Gender Task Force holds an annual **self-evaluation**/internal reflection and strategy development session. Only one has been held so far, with the next being due in mid 2001, on the progress on gender mainstreaming in 2000. A set of headings and questions was circulated by e-mail, and a half-day workshop discussion held.

The convenor of the task force is the Gender Focal Point who now sits on the Senior Management Board, which should address the biggest problem identified in the 1999 self-evaluation, the weak **link to senior management**.

Establishing links with "**external allies**" is part of the strategy. The United Nations Office in Nairobi is located near a campus of scientific research organizations, where the Consultative Group on International Agricultural Research (CGIAR) system has its Centre for Gender and Diversity. There is an exchange of ideas taking place both through the Gender Policy Unit and the Gender Task Force.

The current challenge is managing a fast expanding demand for gender input in UNCHS (Habitat) with depleted resources. On the positive side, staff members are much more informed and interested in gender and women's issues. Habitat's new strategic focus, with its clear statement that women are to be a key indicator of the success of Habitat's interventions, has been crucial to progress. On the other hand, a higher profile for gender has created demands that cannot easily be managed without some fundamental rethinking.

Part of the problem is still the old attitude that the Gender Policy Unit deals with everything to do with women and gender. Getting everyone to deal with it, and creating their competence to do so, is key. A gender planning training strategy will be a major component of the revised gender policy and its associated action plan. Improving

Habitat's gender mainstreaming support to Member States and partners, currently very weak, is a top priority.

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Gender Mainstreaming in the Intergovernmental Process

**By
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Like all United Nations entities, gender mainstreaming in the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) is being undertaken in line with mandates of the United Nations, especially ECOSOC Agreed Conclusions of 1997 which states that “mainstreaming a gender perspective is the process of assessing the implications for men and women of any planned action, including legislation, policies of 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 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.”. This definition has been supplemented by our regional preparatory meeting for Women 2000 where gender mainstreaming was seen to be more than assessing the implications, but should also lead to transformative changes.

Within the intergovernmental structure of ESCAP, how is gender mainstreamed? One of the strengths of ESCAP is that it serves both normative and operational functions. Under our normative work, governments debate and agree on norms and standards such as regional plans of action and declarations emanating from our intergovernmental meetings. ESCAP is also actively involved in operational activities, mainly funded from extrabudgetary (XB) sources (over and above the United Nations regular budget (RB)), currently amounting to around US\$20 million. There is usually a strong linkage between the normative and operational, and between what we call RB and XB.

Let me illustrate this linkage and at the same time use the following example as a good practice of gender mainstreaming in the intergovernmental process. As all of us are aware, sex-disaggregated data is very important as a pre-requisite for gender analysis, planning, reporting and monitoring. The ESCAP Statistics Division has been playing a pioneering role in helping countries strengthen their capacities in collecting and analyzing gender statistics. With the financial assistance of the Government of Sweden and the United Nations Development Fund for Women (UNIFEM), a project on gender statistics was initiated. Under this project, National Statistical Offices in several ESCAP countries were trained in gender statistics and 20 countries produced statistical profiles on women and men in close consultation with the National Machinery for Women and relevant non-governmental organizations (NGOs) in their respective countries. The

outputs generated under this XB initiated activity, and the outcome of the project had to be reported to the relevant intergovernmental committee overseeing the work of the Statistics Division of ESCAP, the Committee on Statistics, attended by the heads of the National Statistical Offices (NSOs) in the ESCAP region. Through the interest generated through the project activities and the useful outputs, gender statistics have been a standing agenda item in the Committee of Statistics for three bienniums and is one of five priority items. The proceeding of the Committee on Statistics is in turn reported to the ESCAP Annual Session.

Through the involvement of NSOs at the highest level in ESCAP's intergovernmental structure, it has been possible to mainstream gender statistics into many ESCAP countries. Gender statistics are being increasingly collected by NSOs, and in addition to the more developed countries in the region, some developing countries have incorporated the collection, publication and dissemination of gender statistics in their national statistical systems i.e. mainstreamed gender statistics into their own national systems. Some countries have also held national user-producer workshops, and some have formed national working groups and formulated national plans of action for mainstreaming gender statistics.

From the success of the modus operandi which I have just described, we are going to utilize the same mix of operational and normative activities to introduce the issue of integrating the measuring and valuing of unpaid work carried out by women into national policies. To make invisible work visible, to show the shifting of costs from the paid to the unpaid sector e.g. in transitional economies, we will have to mainstream these statistics into the framework of the System of National Accounts (SNA).

Let me turn now to other examples of mainstreaming gender into the intergovernmental process.

We all recognize the importance and the difficulties of mainstreaming gender into the trade sector. ESCAP has been promoting the participation of women in small businesses in the transitional economies of Indochina under a UNDP Japan/WID fund project. The project found that women were hampered by constraints which fell under three categories – a disabling environment which affected all economic activities, obstacles hindering small businesses in general, and obstacles affecting women in small businesses. These results were reported at the relevant intergovernmental bodies dealing with gender issues, and very importantly also reported to a high level intergovernmental group dealing with the Greater Mekong Subregion (GMS). The issue of women in small businesses was then included in the GMS Plan of Action, under its programme on trade and many of the constraints raised in our study are being attended to by the government authorities dealing with trade matters. While we have met with some success in this case, in another instance the impact has been more ambiguous. In preparation for the World Trade Organization (WTO) Meeting in Singapore, ESCAP held a regional preparatory meeting, and for this meeting, two papers on gender and trade were commissioned. The papers did not appear to have had much impact at that time, although it can be said to have

articulated the first concerns of women on the process of trade liberalization and show that it is possible to gain entry into the presumably gender-neutral world of trade.

Another example of gender mainstreaming in the intergovernmental process comes from the sector of environment. In preparation for world conferences on the environment, ESCAP holds regional preparatory conferences, at the Ministerial level. At the recent Ministerial Conference on Environment, held in Kitakyushu, Japan in 2000, a paper reviewing the gender implications of regional implementation of the Rio agenda for action was prepared and presented at the Conference. The Women in Development also worked closely with the NGO movement in supporting a parallel NGO women's forum which adopted a declaration which was then presented to the Conference. However, in spite of these efforts, the outcome has been mixed. The outcome document makes no significant mention of gender although the role of social mobilization is highlighted. The lesson learned is that we should have entered into this process as early as possible, especially at the stage of agenda-setting and preparation of draft plans of action and we should know what we want. Nonetheless, with the momentum generated from the meeting and the support shown by the NGOs, we are now working with our colleagues in the Environment Section to ensure that in the implementation of follow-up to the Kitakyushu Conference, the gender dimensions have been included. A recent follow-up proposal on environment and health has reflected a strong gender perspective.

A final example of gender mainstreaming in the intergovernmental process comes from the macroeconomic sector in which we have been trying (often unsuccessfully) to make inroads. ESCAP is currently undertaking an in-depth evaluation of the impact of the various social safety schemes implemented during the Asian financial crisis. One of the elements in this evaluation is a gendered analysis of the different schemes and preliminary results of the research have been very revealing. The studies show that most of the emergency public works schemes have been undertaken by men who have found the schemes inadequate and only with short-term effect; on the other hand, schemes such as microcredit were accessed essentially by women who found these funds useful and sustainable. These valuable insights will be shared with experts and policy-makers (from macroeconomic and planning agencies and governmental ministries) and subsequently, the results of the evaluation will be reported to the intergovernmental Committee on Poverty Alleviation. Already, preliminary reactions indicate that governments will find these findings useful in designing future safety nets and social protection schemes.

In summary, I think that it has been possible to utilize the intergovernmental structure of ESCAP to reach policy-makers in specific sectors and at very high levels. ESCAP is thus able to carry out the whole spectrum of work which covers inquiry (through our studies, research), inform (through expert groups meetings, seminars) and influence (through our intergovernmental bodies at various levels).

Lessons learned would include the following:

1. What kind of gender mainstreaming do we want or more realistically, can we get?

It can be agenda-setting (transform the thrust of development policy) or integrationist (integrate gender concerns within existing development activities without altering the agenda). Here the organization mandate and mission would be important. ESCAP's mission statement is to assist countries to meet the challenges of globalization, to alleviate poverty (especially the poorest of the poor), and to cope with new emerging challenges (especially social issues such as migration, ageing, trafficking, ICT). This vision embraces the concept of social responsibility and balanced economic development, and thus lends itself easily to gender mainstreaming with agenda-setting possibilities.

In most sectors, an entry-point has to be identified e.g. Human Settlements and Urban Development Section - land rights, women in local governance, finance for housing.

2. What approaches should we use?

For most of us, it would be an incremental approach (promote internal changes, even if piecemeal) and in some agencies, and even in some divisions of ESCAP our challenge is to deter disengagement tendencies (the underlying scepticism about whether certain sectors are not amenable to integrating gender concerns). Internally in ESCAP, a two-pronged approach is used namely, strengthening of a coordinating gender focal point unit; and integrating gender issues into the entire work programme of ESCAP through diffusing responsibility for gender mainstreaming beyond the WID section through mechanisms such as gender training and gender guidelines.

3. What strategies should we use?

Building upon our experience, we are now implementing a gender mainstreaming plan of action which has two objectives – to **institutionalize** gender mainstreaming through **standing entities** and established **procedures**, and to **develop the process** while **linking to events** both as an incentive and as a milestone. The following elements are in the plan:

Cultivating sustained involvement of all entities

- 1) Database of existing gender-specific and gender-related projects which is on our website and updated for periodic meetings of the Bangkok-based Theme group on women's empowerment and gender equality (WEGE). This also forms the basis for our input for SWMTP and as a tangible product for our substantive divisions that their efforts are recognized at a bigger stage. Divisions are also invited to brief visitors on ESCAP's WID activities.
- 2) Database on programmes and projects undertaken by UN agencies on trafficking of women and children, a very topical issue. Within the ESCAP context, this issue, using a multi-dimensional approach has generated inputs from various sections such as Population (on female migration and irregular migration), Rural Development (on income generating schemes for poor rural communities for both prevention and reintegration), showing that trafficking is not an issue that

concerns only the Women in Development Section or involves only gender-specific activities.

- 3) Incorporating gender perspectives into flagship activities, especially Ministerial Conferences, and regional preparatory meetings of global conferences; and for this there is a need to analyze and understand the intergovernmental decision-making process.

Establishing and strengthening institutional mechanisms and procedures

- 4) Strengthening existing mechanisms such as the Task Force on Mainstreaming Gender into training activities (chaired by the Deputy Executive Secretary) with focal points in every division and with linkages with gender equality (personnel) mechanisms.
- 5) Institutional mechanisms such as wording in all invitations to include female participants, incorporation of requirement to include gender into project proposals, project documents.

Competency-building and staffing support

- 6) Development of tool kits especially guidelines for project appraisal, guidelines for incorporating gender into budgets, medium-term plans and programme performance reports.
- 7) Competence development covering training for all relevant staff, and special training for staff dealing with gender issues as a backstopping resource, including incorporate gender-sensitization materials into the induction process of new staff members.
- 8) Increased staff and other resources focusing on gender mainstreaming e.g. provision in 2002-2003 programme budget for work months under executive direction and management for gender mainstreaming.

Working with strategic allies and support groups

- 9) Working with constituents, especially National Machineries and NGOs, to influence the intergovernmental process e.g. at Committees, Commission sessions through developing analysis sheets and understanding of intergovernmental decision-making processes.
- 10) Top-down support e.g. directive from the Secretary-General to incorporate gender dimensions.
- 11) Peer group and collective support e.g. Thematic working group on women's empowerment and gender equality, technical inputs from IAMWGE.

However, we have also experienced constraints and obstacles. Foremost amongst these is that gender mainstreaming is not institutionalized; instead its incorporation remains discretionary in spite of directives specifying that gender must be incorporated into projects and programmes.

Secondly, the system remains ill-equipped and technically unprepared to cope with the demands of mainstreaming gender into the work programme. For example, in the current programme budget exercise, while the requirement to incorporate gender concerns was noted, in practice at the activity level there was inadequate technical competence to incorporate gender dimensions and inadequate staff resources to provide the necessary technical backstopping, and even to ensure that the gender requirement is met in the final submission. Thirdly, while management is aware of the importance accorded by UN mandates to the issue of gender mainstreaming, more pro-active initiatives and accountability mechanisms are needed to hold management responsible for the implementation of the ECOSOC mainstreaming mandate.

Lastly, how do we ensure that after getting into the legislative process, commitments made on paper are translated into concrete action?

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

**Methods and tools development to promote gender mainstreaming:
Experiences from the United Nations Secretariat**

**By
Carolyn Hannan
Principal Officer for Gender Mainstreaming
Office of the Special Adviser on Gender Issues and Advancement of Women**

The Office of the Special Adviser on Gender Issues and Advancement of Women is mandated to support gender mainstreaming efforts in the United Nations Secretariat, the United Nations Offices in Geneva, Vienna and Nairobi, and the regional commissions. The Office of the Special Adviser on Gender Issues (OSAGI) works in a catalytic manner, assisting managers and professional staff understand and give more attention to the gender perspectives in their work. This presentation largely focuses on the Secretariat, although some of the conclusions also apply to the three regional commissions which have been visited by OSAGI in the past 18 months - Economic and Social Commission for Asia and the Pacific (ESCAP), Economic and Social Commission for Western Asia (ESCWA) and Economic Commission for Europe (ECE).

It needs to be noted that the Secretariat is in a unique situation in terms of access to gender specialists and training, compared with other parts of the United Nations system. There have never been gender units or gender specialists in the Departments in the Secretariat, although gender focal points have been appointed in most Departments in recent years and a network of these focal points will be established to facilitate the provision of training and support. In addition, the Secretariat has only very recently (since 1997 and in three Departments only) been provided with any form of competence development. The constraints which have been identified in the Secretariat need to be placed in this context.

The need for support within the Secretariat is great. In its different forms of collaboration with the Departments, OSAGI attempts to work in a consultative and collaborative manner - not doing the work for them but working with them to ensure the development of responsibility and accountability for gender mainstreaming. This involves a slow process of change, sometimes difficult to measure, which does not produce quick, "glossy" results.

Identifying the constraints

Collaboration has been initiated with the Departments through a process of consultation with senior managers and professional staff. In this process constraints and potentials are identified and approaches, methodologies and tools need to be developed to tackle these.

Four key constraints have been identified which will be addressed in this presentation: lack of understanding of basic concepts; poor knowledge of intergovernmental mandates on gender mainstreaming; lack of knowledge on the linkages between gender and the areas of work of the different departments; and lack of capacity to incorporate gender perspectives.

It has often been claimed that the main reason gender mainstreaming is not implemented is because professional staff do not know how to implement it. The approach taken is a very technical one - all that is required is the provision of methods and tools to staff and they will be willing and able to do gender mainstreaming. Addressing the question of "how" in organizations which still have serious problems around the "why" and "what" cannot, however, be successful.

Within the Secretariat there is considerable confusion on what gender mainstreaming is, as in many other parts of the United Nations system, but the lack of understanding of concepts is even more complex, including a lack of understanding of the very basic concept of gender equality. Many professional staff equate gender equality with gender balance in the Secretariat. This confusion may come from the fact that Member States have historically raised questions on gender balance but not on gender mainstreaming in the Secretariat. It may also be connected to the fact that some focal points in the Secretariat have had responsibility for both gender balance and gender mainstreaming but, for different reasons, have given more attention to gender balance issues. A third possible reason is that there has simply been a lack of interest to investigate the concepts further. For whatever reasons, conceptual confusion exists which seriously hinders effective implementation of gender mainstreaming and must be specifically addressed.

Related to this is the second constraint identified, that most Departments are not conversant with the general intergovernmental mandates on gender mainstreaming, let alone the more specific mandates gender mainstreaming on their own areas of work. Most professional staff have heard about Beijing and Beijing +5 but have not reflected on the implications for their own work. Professional staff are focused on the specific mandates relating to their own areas of work and give little attention to the interlinkages with mandates on gender mainstreaming in these areas. Provision of greater clarity on sector and issue-specific mandates could be very instrumental in securing greater management commitment to gender mainstreaming in the Secretariat.

A third major constraint is the lack of knowledge on why gender would be a factor in the substantive work of Departments. The process of consultation has revealed that many Departments have never addressed gender perspectives in their work. Promoting a greater understanding of why and how gender perspectives are relevant to their work is an important element in improving gender mainstreaming. The dual rationale for incorporating gender perspectives into their work, both to secure gender equality from a human rights and social justice perspective and to ensure effective achievement of the goals set for their work, must also be widely promoted.

The fourth constraint is a lack of capacity to incorporate gender perspectives into substantive work. This is dependent, of course, on adequate understanding of all the issues discussed previously - concepts, mandates, rationales and the linkages between gender perspectives and their substantive work. However, even with better understanding of the "why" and "what" questions related to gender mainstreaming, professional staff need to be supported with the "how" - for example, to identify the entry-points in their work and develop methodologies so they can effectively integrate gender perspectives.

Methods and tools to address the constraints

To address the lack of understanding of concepts, three short two-page notes on gender mainstreaming have been prepared which specifically address concepts. One provides a historic background to the development of gender mainstreaming; the second provides more specific discussion on the different concepts underlying gender mainstreaming; and the third introduces the basic concepts in a discussion of mandates for gender mainstreaming. The two-page model is used to introduce concepts because non-specialists with little prior exposure to gender perspectives need to be introduced to the issue with tools which are accessible, manageable and not overwhelming. A two-pager can be an ideal means of reaching busy professionals who are not convinced of the relevance of gender equality issues for their work. These notes have been used in different contexts, depending on the specific needs, and have been distributed broadly. Confusion over concepts is also specifically addressed in the competence development programme on gender mainstreaming, as will be discussed further on.

A short paper has been prepared as an introduction to the gender mainstreaming strategy. This will be complemented with a more operationally-focussed paper which will address approaches and methods for gender mainstreaming. These papers are seen primarily as a means to develop greater capacity for catalyst roles among gender focal points in the Secretariat, but can also be used by interested professional staff.

One of the short notes on gender mainstreaming specifically addresses the overall mandates for gender mainstreaming contained in the Platform for Action, the Economic and Social Council (ECOSOC) Agreed Conclusions 1997/2 and the twenty-third special session of the General Assembly. In addition, the specific mandates for different areas of work of the Secretariat, such as disarmament, peace support operations, statistics and macro-economics, have been compiled from different sources of intergovernmental legislation, including resolutions and agreed conclusions. The mandates for all areas of the work of the Secretariat will be compiled in this manner.

To assist in developing understanding of the linkages between gender perspectives and the work of the Secretariat, a number of a series of briefing notes are under preparation on macro-economics, trade, statistics, disarmament, the environment, population and public administration. The briefing notes are four pages long and contain three sections. The first introduces the linkages between gender perspectives and the issue being discussed; the second section provides some ideas on what might need to be done differently as a result of understanding these linkages; and the third section provides a

resource listing with good references, websites, etc., to assist in developing a deeper understanding of how to bring gender perspectives to the centre of attention in relation to the issue/sector under discussion.

These briefing notes are not simply developed for the Departments but must involve a process of consultation within the departments. The process involved has differed for the different series of notes, depending on the specific situation in the department, or division within a department. The notes on disarmament were initiated, for example, through a process of consultation with managers, to get information on their ideas and experiences. Close consultation was also initiated with NGOs working in this area. This was essential in relation to disarmament because there was so little material available on gender perspectives. In the development of the notes in other difficult areas, such as on macro-economics, trade and statistics, reference groups of experts on gender in these areas were set up to provide inputs. It was interesting to see how such experts from academia or activism had to struggle to package their knowledge and experience in a concise form that would be relevant to policy-makers and planners.

Production of the briefing notes must involve a process of learning and they need to be "owned" by the substantive departments, i.e the substantive departments have to sign off on them, after close review of the final results. The value of this method has been particularly evident in relation to disarmament. These are the first to be completed and will be presented at a panel in conjunction with the forthcoming session of the Commission on the Status of Women.

A fourth area of work has been the development of a competence development framework for gender mainstreaming in collaboration with the Office of Human Resource Management. Through competence development programmes it is possible to develop the awareness, knowledge, commitment and capacity required for gender mainstreaming and to address all the constraints mentioned above, in relation to concepts, mandates, rationales and capacity. However competence development should not be seen as a panacea and has proven only to be successful if followed-up adequately. The collaboration with the Office of Human Resources Management also involves the development of a resource-base of good facilitators for competence development on gender mainstreaming.

The approach and methodology utilized in competence development is also critical. To move away from the one-off training workshop approach, a four-pronged approach is being utilized in the on-going competence development programme for all professional staff in the Department of Economic and Social Affairs. The programme is carried out division by division to ensure an adequate focus on the specific work programme of each division. An introductory meeting for the whole division, led by the Director, introduces the programmes, its aims and processes, and the commitment required from staff. In the second step working group sessions are held with smaller groups of professionals, usually by branch, in which the work programme is discussed in more detail, as well as the extent to which gender perspectives have been brought into account in their work. These sessions serve to provide a greater understanding for the consultants on the work of the

professionals, their knowledge of gender perspectives and the constraints they face. It also provides an opportunity for the professional staff to start considering gender perspectives in their work. The third stage is a one-day workshop for groups of no more than 20-30 professional staff where there is opportunity for discussion of concepts, analysis of case studies to further develop understanding of the linkages between gender and the areas of work of the division, and work on developing capacity for integrating gender perspectives. The participants are encouraged to arrive at concrete steps which could be taken in their work to better incorporate gender perspectives. Once all divisions in the department have participated in the programme there will be a "town-hall meeting" of the entire department, led by the Under-Secretary-General, where all Directors of divisions will be required to present their plans for bringing greater attention to gender perspectives in their work programmes.

A constraint to using competence development as a means of improving gender mainstreaming is a certain scepticism in the Secretariat to training in general; the feeling that even one and a half days is too long to give to any one issue in busy work schedules; and a lack of openness to the possibility that a programme on gender equality issues might be interesting and useful for their work. The limits to what can be expected from a one and a half day programme need also to be kept in mind. To ensure adequate follow-up it is also important to ensure that the facilitators document the process and outcomes in sufficient detail.

The need to focus more on the planning processes in the Secretariat, moving beyond integrating gender perspectives in the Medium-term plan and the Biannual Programme Budget, has been recognized. The process by which professional staff translate the objectives and expected accomplishments in the Programme Budget into concrete activities need to be identified and addressed. Similarly there is need to promote the incorporation of gender perspectives into the monitoring and evaluation processes. Work will be carried out in close collaboration with the Office of Programme Planning, Budget and Accounts and the Office of Internal Oversight Services, as the logical next step in supporting gender mainstreaming in the Secretariat.

As part of these efforts, greater attention will be given to identifying and documenting examples of good practice. In departments where it is felt that everything has been done, that could be done, to give attention to gender perspectives, documentation of good practice in a consultative manner is an excellent means of both identifying the good practice that does exist and developing clarity on gaps and missed opportunities.

All of the above materials will be on the WomenWatch website in the near future.

Annex Four:

**Closing session
by
Ms. Angela E.V. King**

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 1 March 2001**

**Closing remarks by
Angela E.V. King
Special Adviser on Gender Issues and Advancement of Women
Chairperson of the Meeting**

I would like to thank those involved in organizing this workshop, particularly those making presentations, chairing working group sessions and facilitating: FAO, UNFPA, ESCAP, UNCHS, OSAGI, ILO, ECE, UNHCR, UNICEF and UNIFEM¹¹. Thanks also go to all members of the committee who participated actively and shared their ideas and experiences. It is due to your contributions that the workshop was a success.

The concrete recommendations presented will assist us in moving forward with gender mainstreaming.

I am particularly pleased that the Committee recommends continuing with similar workshops in conjunction with the annual sessions. Through open exchange we can support each other in this important work.

Looking back to the joint workshop on gender mainstreaming organized by the Inter-Agency Committee on Women and Gender Equality and the OECD/DAC Working Party on Gender Equality in Geneva in 1997, and the uncertainty which existed at both the level of concepts and strategies, I am impressed by how far the discussions, and the implementation, have advanced since then. I am sure that this workshop has helped us to develop new ideas on how we can move ahead individually and collectively.

I wish you all a pleasant evening and look forward to working with you tomorrow on the last day of the meeting.

¹¹ FAO - Food and Agriculture Organization of the United Nations; UNFPA - United Nations Population Fund; ESCAP - Economic and Social Commission for Asia and the Pacific; UNCHS - United Nations Centre for Human Settlements (Habitat); OSAGI - Office of the Special Adviser on Gender Issues; ILO - International Labour Organization; ECE - Economic Commission for Europe; UNHCR - Office of the United Nations High Commissioner for Refugees; UNICEF - United Nations Children's Fund; UNIFEM - United Nations Development Fund for Women

Annex Five:

List of participants at the Inter-Agency Meeting on Women and Gender Equality (IAMWGE)

**Inter-Agency Meeting on Women and Gender Equality
Workshop on Approaches and Methodologies for Gender Mainstreaming
New York, 27 February - 2 March 2001**

List of Participants

United Nations and its entities and programmes

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Ms. Carolyn Hannan
Ms. Deirdre Pardal

- Division for the Advancement of Women
Ms. Yakin Ertürk
Ms. Fatiha Serour
Ms. Amina Adam
Ms. Dorota Gierycz
Ms. Maria Hartl
Ms. Christina Janssen

- ECOSOC Support and Coordination Division
Ms. Christine Brautigam

- Statistics Division
Ms. Grace Bediako

Department of Peacekeeping Operations

Ms. Mary Eliza Kimball
Ms. Marlene Nilsson

Department of Political Affairs

Ms. Kanchan Paser

Department of Public Information
Dempsey

Ms. Elisabeth Ruzicka-

Economic Commission for Africa

Ms. Josephine Ouedraogo

Economic Commission for Europe

Mr. Patrice Robineau

Economic Commission for Latin America
and the Caribbean

Ms. Sonia Montano

Economic and Social Commission for Asia
and the Pacific

Ms. Thelma Kay

Economic and Social Commission for Western Asia

Ms. Fatima Sbaity-Kassem

Food and Agriculture Organization International Atomic Energy Agency	Ms. Sissel Ekaas Ms. Annick Carnino
International Fund for Agricultural Development	Ms. Eve Crowley
International Labour Organization	Ms. Jane Zhang Ms. Cindy Berman
International Monetary Fund	Ms. Christina Hip Flores
International Organization for Migration	Mr. Robert Paiva Ms. Therese Hyden
International Research and Training Institute for the Advancement of Women	Mr. James Lang
International Telecommunication Union	Ms. Hanne Laugesen Ms. Patricia Faccin
International Trade Centre (UNCTAD/WTO)	Ms. Sabine Meitzel
Non-Governmental Liaison Service	Ms. Lotta Tahtinen
Office of the Coordinator of Humanitarian Affairs	Ms. Ute Kollies-Cummings
Office of the High Commissioner for Human Rights	Ms. Elsa Stamatopoulou
Office of Internal Oversight Services	Ms. Ellen Fasano Ms. Helen Thorup-Hayes
Office of the United Nations High Commissioner for Refugees	Ms. Joyce Mends-Cole Ms. Tsegereda Assebe Ms. Michelle Cervantes
Regional Commissions	Ms. Margaret McCaffery
United Nations Centre for Human Settlements	Ms. Diana Lee-Smith
United Nations Children Fund	Ms. Sree Gururaja
United Nations Conference on Trade and Development	Ms. Gloria-Veronica Koch
United Nations Development Fund for Women	Ms. Noeleen Heyzer Ms. Joanne Sandler Ms. Suzette Mitchell

United Nations Development Programme	Ms. Aster Zaoude Ms. Dasa Silovic
United Nations Drug Control Programme	Ms. Lucie Hrbkova
United Nations Educational, Scientific and Cultural Organizations	Ms. Breda Pavlic
United Nations Environment Programme	Ms. Beverly Miller
United Nations Population Fund	Ms. Wariara Mbugua
United Nations University	Mr. Jacques Fomerand
United Nations Volunteers	Ms. Jean Anglin
World Bank	Ms. Helene Carlsson
World Intellectual Property Organization	Ms. Helen Lom
World Food Programme	Ms. Patrica Kennedy
World Health Organization	Ms. Asha Singh-Williams

