

RESOURCE GUIDE FOR GENDER THEME GROUPS



Resource Guide for Gender Theme Groups
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ISBN: 1-932827-19-6

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FOREWORD

Gender equality and women's empowerment are Millennium Development Goals (MDGs) in their own right and central to all other development efforts. This resource guide for Gender Theme Groups (GTGs) has been developed to strengthen coordinated action in the UN system to support countries to achieve these goals.

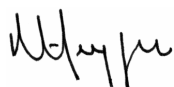
When United Nations (UN) theme groups of any type - and Gender Theme Groups in particular - are at their most effective, they are facilitating:

Coherence within the UN Country Team (UNCT). GTGs can play a key role in ensuring that each UN organization brings its comparative advantage in gender equality and women's human rights to joint efforts and to coordinated UNCT action on gender equality. This should result in both greater effectiveness and efficiency, with lower transaction costs for national partners.

Alignment with national development goals. As work intensifies on MDGs, Poverty Reduction Strategies (PRS), and other coordination initiatives, GTGs have a key role to play in ensuring that commitments already made to gender equality - national plans of action, gender equality laws, Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) commitments - form part of mainstream policy frameworks.

A better information base upon which to base public policy formulation. In many countries, sex-disaggregated data and gender indicators exist but are not used. In others there is a need for greater investment in building capacities of users and producers of statistics. GTGs can play a key role in marshalling UNCT efforts to improve the national statistical base and capacity in support of gender equality.

The information that follows highlights many examples where GTGs are providing this type of effective and creative support to UNCTs. UNIFEM has prioritized mainstreaming gender in coordination mechanisms and has seen, on the ground, that where GTGs have strong leadership and consistent support from the UNCT, they can make a valuable contribution.



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MESSAGE FROM THE TASK FORCE

The Inter-Agency Network on Women and Gender Equality (IANWGE) brings together representatives of gender units, gender specialists and gender specialist organizations of the multilateral system. Network members promote gender equality throughout the United Nations system and in follow-up to the Fourth World Conference on Women in Beijing in 1995 and the twenty-third special session of the General Assembly (Beijing +5) in 2000. The Network monitors the mainstreaming of gender perspectives in the normative and operational work of the UN system. It works through ad hoc task forces with designated task managers and through informal inter-sessional meetings.

The Task Force on Gender Mainstreaming in the Common Country Assessment and United Nations Development Assistance Framework (CCA/UNDAF) of the IANWGE is coordinated by UNIFEM and composed of the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA) and the Division for the Advancement of Women (DAW). It aims to develop a common and coherent UN agency approach to gender mainstreaming in the CCA/UNDAF process.

The Task Force developed this *Resource Guide for Gender Theme Groups* in response to significant opportunities to strengthen a collective UN response at the country level to supporting gender equality in coordination processes, such as the MDGs, CCAs, and UNDAFs. The Resource Guide responds to an assessment revealing that the effectiveness of Gender Theme Groups (GTGs) as mechanisms for promoting gender mainstreaming in the CCA/UNDAF process was often undermined by intermittent activity levels, frequent change in membership and the members' low ranking in the overall organizational hierarchy¹.

The Task Force and the IANWGE members hope that UN staff members in the field will use the Resource Guide as a tool to strengthen coordination on programming to support gender equality at the country level.

¹ UNDP & UNIFEM. Scan of Gender Expertise in the UN System. UNIFEM, New York, 2003.

THE PROJECT TEAM

The *Resource Guide for Gender Theme Groups* is the work of many people. Patricia Keays and Sarah Murison of the Capacity Development Group undertook the initial research and writing. Guidance, rewriting and editorial support for readers and reviewers was provided by Joanne Sandler and Ingrid Arnò of UNIFEM. Task Force Members Zazie Schäfer and Aster Zaoude (UNDP), Kristina Goncalves and Noreen Khan (UNICEF), Ayesha Imam and Sahir Abdul-Hadi (UNFPA) and Sylvie Cohen (DAW) offered ongoing comments and guidance. Project technical support and the website were managed by Geoffrey Mathers. Processing of survey inputs was assisted by Maylene Jacob. The guide was designed by Jeehan Abdul Ghaffar of UNIFEM.

ACKNOWLEDGMENTS

Recognition and appreciation to readers, respondents and contributors.

The project extends sincere thanks to the contributors and respondents from the following UN inter-agency and coordinating theme groups on gender equality:

- ↙ **Africa:** Benin, Cameroon, Lesotho, Mauritania, Mozambique, Nigeria, Sudan and Zimbabwe.
- ↙ **Asia Pacific:** Bangladesh, Fiji, India, Democratic People's Republic of Korea, Mongolia, Philippines and Viet Nam.
- ↙ **Arab States:** Jordan and Morocco.
- ↙ **CEE/CIS:** Albania, Armenia, Kazakhstan, Turkey, Turkmenistan and Uzbekistan.
- ↙ **Latin America & Caribbean:** Cuba, Honduras, Mexico, Nicaragua and Peru.

Special thanks go to the many readers and reviewers of the draft Resource Guide from a number of agencies around the world.

ABBREVIATIONS

ACC	Administrative Committee on Coordination	JSM	Joint Strategy Meeting
CCA	Common Country Assessment	MDG	Millennium Development Goal
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	MDGR	Millennium Development Goals Report
CRC	Convention on the Rights of the Child	M&E	Monitoring and Evaluation
CSO	Civil Society Organization	NGO	Non-Governmental Organization
DAW	Division for the Advancement of Women	NHDR	National Human Development Report
ECOSOC	Economic and Social Council	OECD	Organization for Economic Cooperation and Development
FAO	Food and Agriculture Organization	OHCHR	Office of the UN High Commissioner for Human Rights
GMMG	Gender Mainstreaming Monitoring Group	PRS	Poverty Reduction Strategy
GFP	Gender Focal Point	PRSP	Poverty Reduction Strategy Paper
GRB	Gender-responsive Budget	RBM	Results-based Management
GTG	Gender Theme Group	RC	Resident Coordinator
GTZ	German Technical Cooperation	RCS	Resident Coordinator System
HRBA	Human Rights-based Approach	TG	Theme Group
IANWGE	Inter-Agency Network on Women and Gender Equality	TOR	Terms of Reference
IAWG	Inter-Agency Working Group	UNAIDS	Joint UN Programme on HIV/AIDS
ICPD	International Conference on Population and Development	UNCT	UN Country Team
IDRC	International Development Research Centre	UNDAF	UN Development Assistance Framework
ILO	International Labour Organization	UNDG	UN Development Group
IMF	International Monetary Fund	UNDP	UN Development Programme
IOM	International Organization for Migration	UNESCO	UN Educational, Scientific and Cultural Organization
I-PRSP	Interim Poverty Reduction Strategy Paper	UNFPA	UN Population Fund
IWRAW	International Women's Rights Action Watch	UNHCR	Office of the UN High Commissioner for Refugees
		UNICEF	UN Children's Fund
		UNIDO	UN Industrial Development Organization
		UNIFEM	UN Development Fund for Women
		UNTG	UN Theme Group
		UNV	UN Volunteers
		SURF	UNDP's Sub-Regional Resource Facility
		WFP	World Food Programme
		WHO	World Health Organization

CHAPTER 1
INTRODUCING THE
RESOURCE GUIDE

This resource guide was developed to:

- ↳ Provide practical guidance to UN Theme Groups (UNTGs) working on gender equality, focusing on how to more effectively collaborate around women's empowerment and gender equality issues at the country level;
- ↳ Serve as a tool to strengthen the role of UN theme groups in mainstreaming gender equality concerns and advocacy for women's and girls' rights into Common Country Assessment/UN Development Assistance Framework (CCA/UNDAF) exercises, the Millennium Development Goals (MDGs), Poverty Reduction Strategy Papers (PRSPs) and other coordinated support mechanisms at the national level.

The guide contains information based on feedback from theme groups in more than 30 countries. It synthesizes the opportunities and challenges that exist to promote gender equality and women's human rights in the context of UN reform and greater coordination among wide-ranging development actors. The practical guidance and support comes in the form of tips, examples, and good practices summarized from the work of experienced theme groups. Source material from a cross-section of UN system agencies has been added to the base of experience.

When the UN Secretary-General launched the UN reform agenda in 1997², one direction set was strengthening the Resident Coordinator System (RCS) and UN Country Teams (UNCTs). The UN Development Group (UNDG at www.undg.org) was the unit established to support and strengthen RCS and UNCT capacity.

Since the launching of the UN reform agenda in 1997 and continuing to the present (www.un.org/reform), the importance of coordination at country level has been reinforced by the introduction of CCAs and UNDAFs, MDG Reports (MDGRs) and other mechanisms like PRSPs. The range of these mechanisms has created strategic opportunities and challenges for gender equality advocates.

Seven years after UN reform began, the system-wide picture is mixed for Gender Theme Groups (GTGs) and inter-agency or coordinating committees. In 2002, UNIFEM and UNDP undertook a global scan of gender expertise in the UN system and UNIFEM commissioned a review of GTGs as a basis for starting one in Nigeria.

Three elements emerging from these reviews and other sources of information have influenced this resource guide:

² Secretary General report A/51/950 and General Assembly resolution: A/RES/51/12 on 'Reviewing the United Nations: a programme of reform', and Secretary General report A/57/387 and General Assembly resolution A/RES/57/300 on 'Strengthening of the United Nations: an agenda for further change'.

1. As of 2003, inter-agency thematic groups on gender are the third most numerous of all theme groups, exceeded only by HIV/AIDS theme groups, which are mandatory, and poverty reduction theme groups.³
2. The work of the majority of thematic groups on gender is to: facilitate dialogue on gender issues and encourage gender mainstreaming among partners; undertake activities supporting women's human rights and empowerment in general, such as awareness raising on International Women's Day and providing support for national policies and action plans; focus on training, production of gender briefing kits, and inputting into the CCA/UNDAF processes, as well as work involving the MDGs and PRSPs.
3. Most of the participants in these groups are women, who still make up nearly 90 per cent of them. Additionally, participants are primarily gender focal points who have little access to decision-making. Making this apparent and developing strategies that take this into account are also essential to enhancing the effectiveness of these groups.

Users are encouraged to keep the resource guide alive, contributing their own lessons from experience over time. Here are some details on possible ways:

✉ **Share your analysed experiences with *specific inter-agency processes*** - the CCA/UNDAF cycle, PRSPs, MDGs, Human Development Reports - in informal updates and/or by forwarding formal and regular reports on this work to the key contacts in box 1-1.

✉ **Send your feedback and comments** on experience related to the content of the Resource Guide. We will revise the information accordingly and periodically post updated versions on the Inter-Agency Network on Women and Gender Equality (IANWGE) website.

✉ **Provide new versions and updates of core documents** for the sets of examples - TOR, member lists, strategies, annual work plans and similar documents as they are updated each year.

Box 1-1: Keeping the Resource Guide Alive

Below are key electronic contacts that you can use to continue to keep this guide as a dynamic reflection of what we are learning about promoting gender equality and women's rights, particularly in relation to inter-agency coordination at the country level. We hope you will use them.

✉ **UNIFEM** will monitor feedback on the guide as chair of the IANWGE Task Force on CCA/UNDAF. Please send ideas resources and queries to:
gtgresourceguide@undp.org

✉ **WomenWatch as inter-agency website:** IANWGE site with information and resources on gender equality and women's empowerment:
<http://www.un.org/womenwatch/>

The Annex to this Guide holds additional materials on and links to websites of agencies involved in support of IANWGE for production of the Resource Guide.

³ UNDGO. 2003 Resident Coordinator Annual Reports: A Compendium of Good Practices, UNDG Response to TCPR 2001. UNDGO, New York, 2004.

GTGs in Conflict and Post-Conflict Countries

There are an increasing number of coordination groups for gender equality and women's rights in conflict and post-conflict countries, particularly in light of the growing number of gender advisors in UN integrated missions, as well as greater involvement of UNIFEM in this arena. Unfortunately, this Task Force was unable to collect much information on their activities for this round of the resource guide. It is our hope that GTGs in conflict and post-conflict areas will share their experience in the future and that updates of this guide will include special reference to their achievements and challenges.

CHAPTER 2
THE WORK OF
GENDER THEME GROUPS

INTRODUCTION TO COORDINATION MECHANISMS

“It is the responsibility of governments to be at the centre of all coordination efforts on assistance. Too often a bewildering surfeit of diagnoses and programming modalities has strait-jacketed national responses and imposed high transaction costs . . . the task now is to ensure consistent quality country-level partnership that reduces costs and overlap and boosts our overall impact.”

UN Secretary-General Kofi Annan⁴

Chapter 3 of this Resource Guide notes that the Secretary-General’s UN reform initiatives for a strengthened Resident Coordinator role focus in large part on two linked instruments in the development assistance programming cycle: the Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF). These usually appear as CCA/UNDAF.

Box 2-1: Coordination on MDGs Reinforces Advocacy on Behalf of Women

Kazakhstan: Corporate priorities - such as CCA/UNDAF and MDGs - help a lot in identifying areas for cooperation. In 1999-2001, the GTG was using CEDAW as a common platform in its work. The MDGs gave a new, powerful agenda to consolidate the work of the agencies constituting the GTG. The GTG uses the MDGs as a frame for advocacy work with the Government and NGOs. In particular, the MDGs were included and explained in the development of Kazakhstan’s National Concept for Gender Policy.

Two other instruments are also the focus of coordination efforts and provide key opportunities for mainstreaming gender: Poverty Reduction Strategy Papers (PRSPs) and the monitoring, reporting and campaigning processes of the Millennium Development Goals (MDGs). Finally, in his update on UN reform (A/57/387), Action 2, the Secretary-General identified human rights as an area in which further measures are needed to improve the organization’s work, specifically through a human rights-based approach (HRBA) to programming.

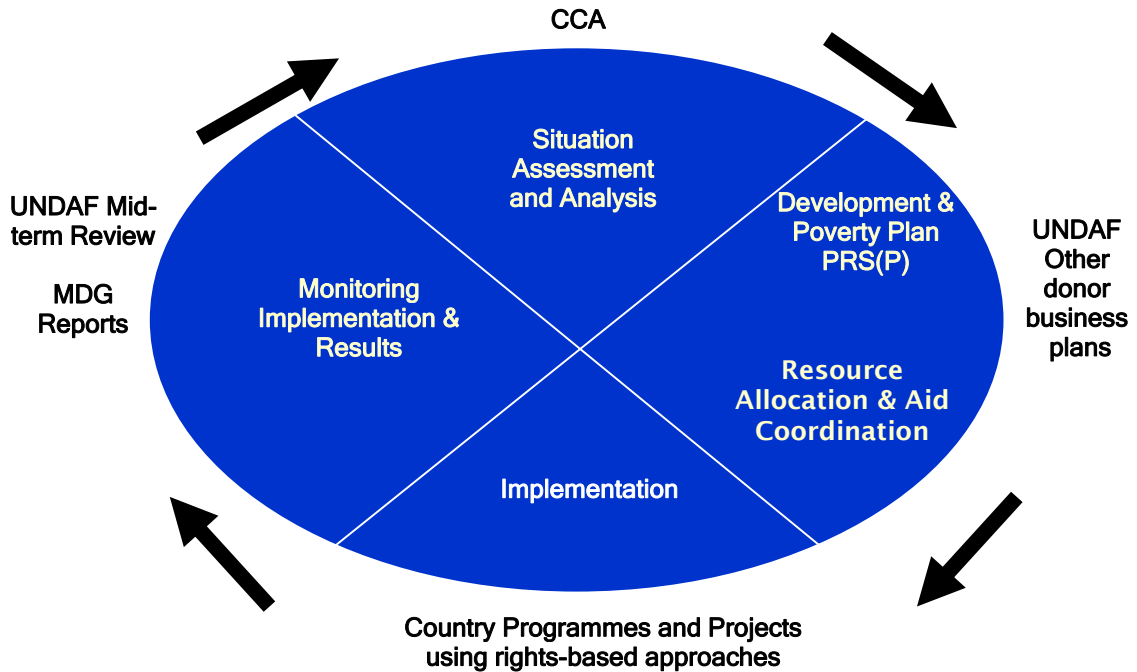
This provided impetus for the development in Spring 2003 of *The Common UN Understanding of Rights-Based Approaches to Development Cooperation*.⁵ All of these are included in this chapter.

Figure 2-1 on page 17 illustrates how four instruments – CCA, UNDAF, MDGs and PRSPs – combine and comprise major elements of the national programming cycle through which multilateral agencies support national development. As the capacity of UNCTs and national partners is built, the HRBA would be used as the approach underpinning all of these.

⁴ Extract from a letter to James Wolfensohn, President of the World Bank Group, 11 May 2001: http://www.undp.org/policy/docs/UNDG_UNCT_PRSP.pdf

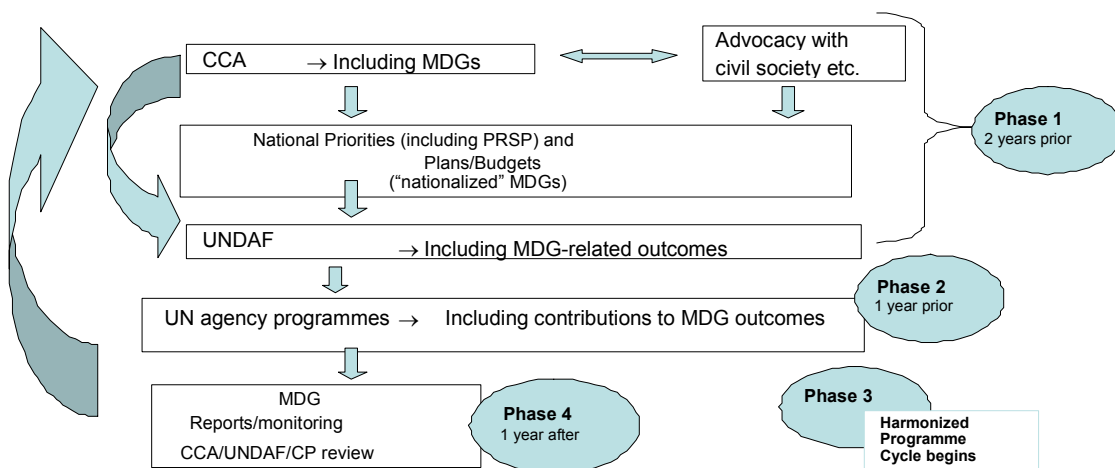
⁵ UNDG. ‘The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies’. UNDG, New York, June 2003: <http://www.undg.org/content.cfm?id=14>

Figure 2-1: Coordination Mechanisms & National Development Assistance Cycle⁶



The following Figure shows another useful representation of the relationships between the different coordination instruments, in particular how the connections in time and timelines are understood.⁷

Figure 2-2: Linkages and Timeline of the Harmonized Cycle



⁶ Presented by Arthur Erken to internal UNDP Bureau for Development Policy (BDP) Support Staff Briefing and Orientation Workshop, session on Harmonization and Simplification, June 2001, New York.

⁷ 'UN Reform: Progress, Perspectives and Prospects'. Presentation by Sally Fegan-Wyles, Development Group Office (DGO) Director, 1st Country Coordination Officers Workshop, Bangkok, Thailand, 8 August 2002: <http://www.undg.org/documents/1>

Specific Coordination Strategies for GTGs

Gender Theme Groups (GTGs) have used the planning, implementation and assessment phases of these coordination mechanisms to strengthen the focus of the UNCT on gender equality and women's rights.

Pages 19-33 provide specific information for GTGs on mainstreaming gender in each of the coordination opportunities described previously. Below, however, are strategies that cut across all of these.

Be pro-active, strategic and ensure that members of the GTG are participating in a select number of working groups. Working groups or task forces are generally formed to coordinate the UNCT's inputs into any of these coordination mechanisms. The GTG often has the dual role of being asked to develop a specific input on gender equality as well as to mainstream gender into all other areas. Choose a limited number of areas or working groups and ensure that the members of the GTG that have relevant experience attend these. Hold coordination meetings among GTG members to assess progress in mainstreaming gender and to develop shared strategies. Bring information on existing national plans or commitments to gender equality (e.g. CEDAW reports, national or sectoral plans of action on gender equality, results of gender budget analysis, etc.) to support your mainstreaming efforts.

Offer proficiency and excellence to the UNCT in gender aspects of economic decision-making and other high priority areas. Economic policy-making is a key area for coordination mechanisms. It is particularly significant for work on the PRSP as well as for CCA/UNDAF and MDG analysis. This is an important opportunity to involve national and regional experts in economics and gender. Contact the sub-regional UNIFEM office and gender and thematic advisors in UNDP's, UNFPA's or UNICEF's regional teams or the regional experts of the other UN specialized agencies and regional Economic Commissions for guidance on identifying national and regional expertise.

Support partnerships between civil society organizations, the government and the UN community. Take a lead role in ensuring that organizations representing women's interests and contributions are fully active in all consultations. Make it GTG business to brief such organizations, help them prepare to participate effectively and ensure that their perspectives do not get lost as the various documents go through all the stages of preparation and revision.

Use a results-based approach in your inputs. Virtually all UN organizations are now operating in accordance with results-based management (RBM) and budgeting principles. The GTG needs to be familiar with RBM so that its inputs conform to the results orientation inherent in all of the coordination mechanisms.

Advocate for improvements in availability and use of sex-disaggregated data. A recurrent challenge in CCA, MDG and PRSP exercises is the lack of reliable data disaggregated by sex or, in some cases, the lack of reference to it even where it exists. As this becomes apparent, GTGs can advocate for UN system-wide support for countries to improve their capacity to collect, analyse and disseminate sex-disaggregated data, which will ultimately have broader implications for long-term ability to use data to develop policies based on the unique situations of women and men.

Get a seat at the decision-making table of the UNCT. Ensure that at least one person from the GTG participates in the heads of agency meetings for the UNCT. This is an important bridge to the venue where decisions about direction of coordination are ultimately made.

Advocate for both women's empowerment and gender mainstreaming as key strategies. Most UN organizations have policies that highlight these as two complementary strategies for achieving gender equality. While GTGs are trying to mainstream gender into all aspects, they can also be advocating for special attention to women - or specific groups of women - in coordination mechanisms (see example from India in Box 3-13).

Focus your strategy on the most important presenting priorities. The scope of work for GTGs is large. Resources are limited. A strategy helps set and maintain focus on one or several of the most important priorities for coordination, rather than limited resources being scattered over the spectrum of gender equality related issues.

1. The Common Country Assessment & UN Development Assistance Framework

Box 2-2: Lessons from Experience: Gender-responsiveness of CCA/UNDAFs

In 2002, two assessments were undertaken to explore the gender-responsiveness of CCA/UNDAFs: one by the IANWGE, coordinated by UNIFEM⁸, and the other by an inter-agency task team in West Africa led by UNICEF.⁹ Both revealed similar findings. While there were notable, though uneven, examples of mainstreaming gender into the CCA/UNDAF documents, there was limited attention to gender equality in country-level follow-up programming. Gender analysis tended to concentrate on the education, health and microeconomic sectors, but was generally missing from CCA analysis on finance, taxation, industry and employment. Likewise, analysis and programming in sectors such as agriculture, transport, water and the environment irregularly included information on gender differentials. There were few if any linkages between the CCA/UNDAF and national plans of action for women, the Beijing Platform for Action or CEDAW.

Overview

The CCA is an overall review and analysis of the current situation in the country. It is the common instrument of the UN system to identify key development issues with a focus on the MDGs and other goals and targets in the Millennium Declaration, UN world conferences (including Beijing) and human rights treaties (including CEDAW). It draws on national monitoring and analytical processes, as well as assessments of other organizations (like the National Human Development Reports and other high quality analyses) and reports prepared in compliance with human rights treaty obligations. A CCA Quality Checklist identifies benchmarks for all CCAs.¹⁰

⁸ Alicia Mondesire for the IANWGE Taskforce on Gender Mainstreaming in the CCA/UNDAF Process. 'Desk Review: Gender Mainstreaming in the CCA and UNDAF Processes'. UNIFEM, New York, June 2002.

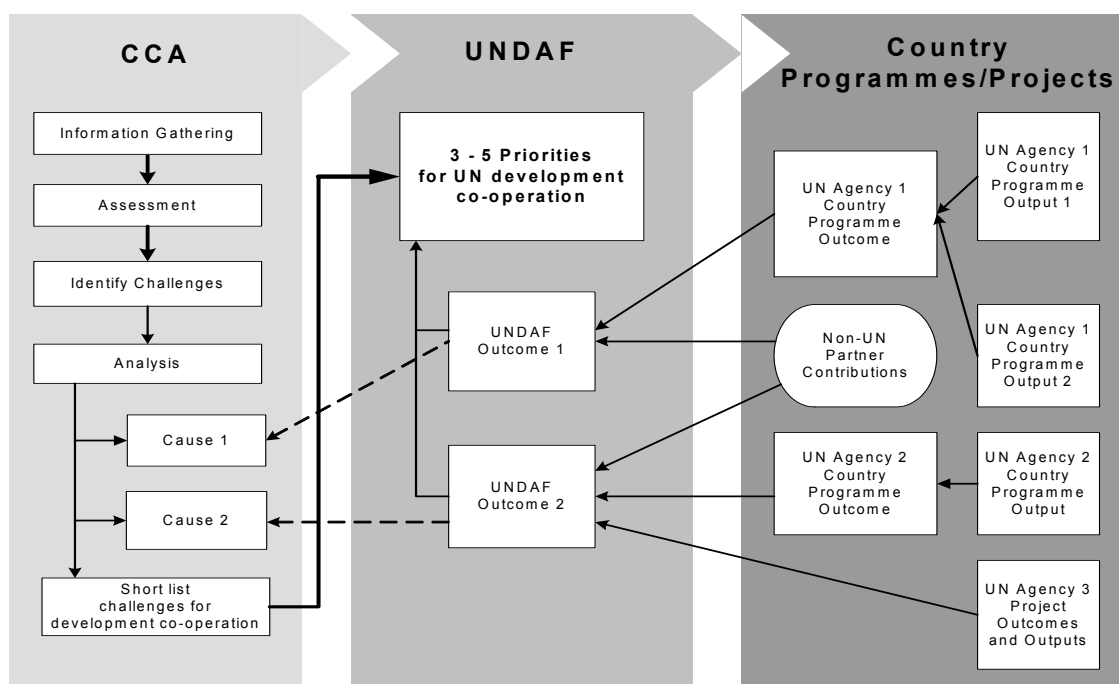
⁹ UNICEF. The Gender Perspective in The CCA/UNDAF and PRSP Processes and Priorities in West and Central Africa: An Assessment Report. UNICEF, New York, 2002.

The UN Development Assistance Framework (UNDAF) is the common strategic framework for the operational activities of the UN system at the country level. It represents agreement of the government and the UN system to collectively work toward a select set of results in three to five areas that respond to findings in the CCA and are aligned to national priorities. It provides a collective, coherent and integrated UN response to national priorities, including PRSPs and equivalent national strategies, within the framework of the MDGs. All joint and individual programmes of UN organizations in a country are to respond to the results identified in the UNDAF results matrix.

It is important to be thoroughly familiar with updated guidelines on CCA/UNDAF (<http://www.undg.org/content.cfm?id=840>), as they provide in-depth information about overall expectations of the UNCT, including on gender equality. Important information is provided on management of the process, on linkages with individual country programmes of participating agencies and on the MDGs, especially through blending the MDG and CCA/UNDAF indicators.

The most recent UNDG guidelines for UNCTs on preparing the CCA/UNDAF lay out the process shown in Figure 2-3.¹¹

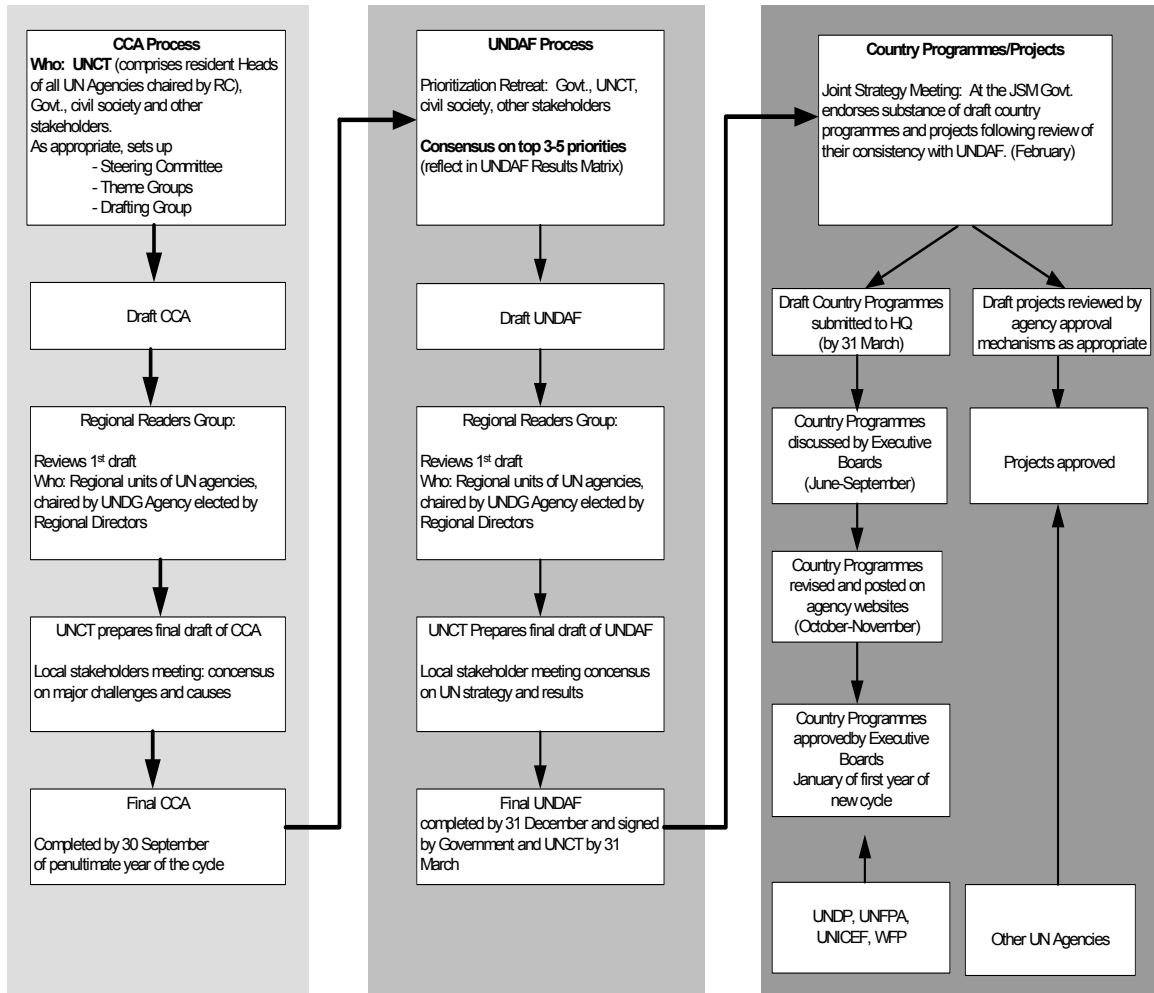
Figure 2-3: Road Map of the UN Country Programming Process



¹⁰ See Annex 2 of 'Common Country Assessment and United Nations Development Assistance Framework, Guidelines for UN Country Teams preparing a CCA and UNDAF in 2004', May 2004: <http://www.undg.org/content.cfm?id=840>.

¹¹ Ibid.

WHO DOES WHAT and WHEN?



Mainstreaming Gender into CCA/UNDAF

The guidelines for CCA/UNDAF point to the importance of gender equality and act as an accountability mechanism that GTGs can use. Specifically, the guidelines note that:

- ↪ The UN's programming process and products are to systematically integrate human rights principles and **gender equality**, as well as sustainable development.
- ↪ The CCA process is to result in a strategic analysis that identifies the root causes and **gender-differentiated** and group-specific impact of poverty along with other development challenges.
- ↪ Human rights principles and **gender equality** are to be systematically integrated into monitoring and evaluation.
- ↪ CCA analysis is to **identify discrimination against vulnerable and disadvantaged groups and those persistently excluded** and, through use of

the problem-tree analysis, to address **root causes** of inequality and discrimination.

- ↪ The UNDAF is to result in a strategic framework that *integrates gender equality* and is embedded in a human rights-based approach to programming, with *outcomes* explicitly articulated regarding the realization of human rights and gender equality.
- ↪ Chairpersons of (all) theme groups are to promote **gender-balanced membership** as far as possible, and to encourage contributions from staff in the areas of gender analysis and human rights.

Box 2-3: Achievements on a Range of Entry Points for Gender Equality

Mozambique: The GTG was created under the first UNDAF in 1998 to ensure the mainstreaming of a gender equality approach in UN agencies' programmes and to better support the Government of Mozambique in the achievement of equitable development.

Active participating agencies are UNDP, WHO, UNICEF, UNESCO, UNAIDS, UNFPA (chair), UNIDO, WFP, FAO and UNIFEM.

The main achievements and activities have included:

- ↪ Joint project: led by UNFPA, for gender capacity building in implementing the National Plan of Action for Gender Equality at the local level in Zambezia province.
- ↪ Technical support: joint recommendations for a more gender-sensitive approach to natural disaster (2000); input on gender into the 2001 Human Development Report; and feedback to member agencies on gender mainstreaming in their approved programmes (2002).
- ↪ Capacity building: training on gender mainstreaming and on gender planning for 30 UN programme officers (2003) and for HIV/AIDS focal points (with National Aids Council 2001). Also developed a 'gender briefing kit' for the UNMOZ website (2000).

Resource mobilization: UNFPA, with UNIFEM, mobilized \$512,000 from the UN Foundation for the UNCTs work in Zambezia. The group also successfully mobilized resources to fund a UNV gender expert attached to the Resident Coordinator's Office (RCO), which the group considered would bring continuity and a stronger integration of gender concepts in the work of the UNDAF thematic groups as well as in the coordination work of the RCO.

Sequence of Steps from GTG Experience with CCA/UNDAF

GTGs in several countries provided insights and observations on what has worked for them in influencing CCA/UNDAF processes through each of the steps in their preparation.¹² The strategies that have been most effective include those shown in Table 2-4.

Table 2-4: Opportunities for Gender Mainstreaming in CCA/UNDAF

Steps in CCA/UNDAF	Opportunities for gender mainstreaming
1. Mainstreaming gender equality in the CCA	
a. Preparing the first draft of the CCA	<ul style="list-style-type: none"> • Identify, provide and advocate for inclusion of data disaggregated by sex for all priority issues identified in the CCA. • Ensure the analysis in the CCA reflects the different ways that men and women experience and can influence major issues. • Use information from most recent CEDAW reports (government and shadow reports) or government-completed questionnaires from the 10-year review of the Beijing Platform for Action.

¹² Consolidated survey responses from GTGs in Benin, Fiji, Kazakhstan, Morocco, Nicaragua and Uzbekistan.

Steps in CCA/UNDAF	Opportunities for gender mainstreaming
	<ul style="list-style-type: none"> • Determine from relevant government and civil society partners whether reports are currently being generated for upcoming CEDAW sessions and draw on work in progress (periodic reports are due every four years). • Ask gender equality and women's human rights experts to read draft versions of the full CCA and provide feedback.
b. Ensuring quality check of the CCA by independent readers	<ul style="list-style-type: none"> • Check to ensure that individuals with experience in gender equality and women's human rights are among the members of the readers group. • Check that representatives of NGOs submitting shadow reports and government sectors engaged in generating state party reports for CEDAW are also members of the readers group. • If not in each case, advocate for their inclusion.
c. Finalizing the CCA	<ul style="list-style-type: none"> • As a consultation with government is often organized for this phase, ensure that representatives of the national machinery for women - as well as other national experts on gender equality programming - are part of the consultations. If a gender focal point network within government ministries exists, hold a consultation with its members.
d. Extracting lessons from the CCA	<ul style="list-style-type: none"> • Use the gender analysis in the CCA to inform other reporting processes, including CEDAW reporting and MDG reporting and monitoring.
2. Mainstreaming gender equality in the UNDAF	
a. Agreeing on priorities	<ul style="list-style-type: none"> • Assuming the data and analysis support it, advocate for gender equality as a priority area of cooperation and outcome for the UNDAF results matrix. • If gender equality is not selected as a priority result in its own right, provide adequate support to ensure that it is mainstreamed into existing outcomes, in line with the analysis of the CCA.
b. Preparing the first draft of the UNDAF	<ul style="list-style-type: none"> • Deploy GTG members to participate in the key working groups tasked with preparing the UNDAF, and provide accurate and reliable data and expertise to ensure that gender equality and women's empowerment are fully taken into account. • Ensure that the results matrix includes gender equality indicators, baselines to generate sex-disaggregated statistics (if needed) and concrete ways of tracking the extent to which gender equality concerns are taken into account.
c. Ensuring quality check of the UNDAF by an independent readers group	<ul style="list-style-type: none"> • Ensure that individuals with experience in gender equality and women's human rights are among the members of the readers group. • Ensure that representatives of NGOs submitting shadow reports and government sectors engaged in generating state party reports for CEDAW are also members of the readers group.
d. Finalizing the UNDAF	<ul style="list-style-type: none"> • Bring a multiplicity of stakeholders together to review the final draft and provide feedback to the UNCT on the UNDAF's gender responsiveness, as well as to offer concrete ideas about how to strengthen its gender dimensions.
3. After the CCA/UNDAF	
a. Tracking and monitoring mechanism	<ul style="list-style-type: none"> • Track and support performance of the UNCT on the gender dimensions of the UNDAF. • Design a monitoring and feedback mechanism to assess the extent to which gender is mainstreamed in the overall UNCT response to the UNDAF.

WORKSHEET 2-1: Gender Mainstreaming for CCA/UNDAF

The 2004 Guidelines for CCA/UNDAFs include a *checklist of key steps*, phrased as questions, for each main stage.¹³ Each step has gender equality dimensions or aspects. These support a GTG in integrating a gender equality perspective.

Gender Equality Checklist for CCA/UNDAF

Original Questions	Examples of Questions Relating to Gender Equality
PLAN THE PROCESS	
Have the central planning authority and line ministries participated in planning the processes?	Has the line ministry responsible for women's equality and CEDAW participated in the process?
Does the work plan ensure that deadlines for completing the CCA, UNDAF and agency country programmes can be met?	Is the opportunity for input from units responsible for gender equality scheduled so deadlines can be met?
Have all concerned agencies agreed to commit adequate resources and time?	Have all agencies identified <i>gender mainstreaming</i> as a strategy and gender equality as an overarching or cross-cutting goal?
Have UN regional offices and technical teams, non-resident UN agencies, civil society (including human rights, employers' and workers' organizations) and bilateral development organizations been invited to participate in the planning process?	Are women's groups involved? Are gender experts within UN regional offices - including UNIFEM - and from bi-lateral donors, government ministries and NGOs involved?
Does the CCA and UNDAF process meaningfully relate to other planned or on-going national policies, programmes, processes and their products (e.g., the PRSP)?	Does the CCA and UNDAF process reflect any CEDAW reports and concluding comments by the CEDAW Committee that the country has received? Does it reflect elements of the National Plan of Action for Gender Equality or other national plans of action related to women (e.g. on ending violence against women, etc.)?
Are members of the UNCT sufficiently familiar with human rights-based approaches?	Do members of the UNCT integrate coverage of <i>women's human rights</i> as part of mainstreaming?
Do thematic groups have detailed TOR and deadlines?	Does the GTG have clear TOR that are recognized and valued by the RC and UNCT?
Do members reflect a cross-section of qualifications, experience, impartiality, gender and stakeholders?	Are women represented equally with men in UNCT processes?
Do the TOR adequately cover cross-cutting issues, especially gender equality and human rights?	Are mechanisms/indicators in place for monitoring <i>integrated coverage</i> of gender equality? <i>What?</i>
COLLECT AND CHECK AVAILABLE INFORMATION	
Does discussion of available data adequately describe issues, trends and gaps related to the MDGs? ¹⁴	Are the <i>gender dimensions</i> of <i>all</i> the MDGs raised or addressed in discussion/analysis of data?
Are data reliable and up-to-date? Are data gaps adequately reflected in capacity building needs?	Does an analysis on the basis of gender show <i>different data gaps</i> ? Are corresponding measures and plans in place to address gaps in capacity as well as data relating to gender equality?
Are data appropriately disaggregated (e.g.	Is data disaggregated on the basis of <i>sex</i>

¹³ Ibid 10. Annex 2, Page 42.

¹⁴ Commensurate with the main text, when the term 'MDGs' is used in this checklist, it refers more generally to the commitments, goals and targets of the Millennium Declaration and of international conferences and international human rights instruments of the UN system.

Original Questions	Examples of Questions Relating to Gender Equality
by gender, ethnicity, region, religion and/or language) to clearly identify vulnerable groups with the lowest social indicators?	adequately analysed through a <i>gender lens</i> , with appropriate recommendations made?
Have important comments by Treaty Bodies and supervisory bodies within the UN system (e.g. responding to national reports) been considered?	With specific regard to women, have CEDAW, the Convention on the Rights of the Child (CRC) (with special protection of girls' rights) and the work of the Special Rapporteurs (e.g. on violence against women) been considered, in particular the <i>concluding comments of CEDAW</i> and the <i>recommendations of Special Rapporteurs</i> ?
Have risks of crises, natural disasters and/or widespread human rights abuse been considered, with appropriate focus on groups most likely to be affected?	Do the steps in risk analysis adequately take into account the potential differences in impact on men and women in different groups (e.g. by age, ethnicity, income, etc.)?
ANALYSE	
Does the CCA relate to human rights issues considered important by vulnerable groups?	Have vulnerable groups, including women of different ages, been consulted on current challenges? ¹⁵ Has the issue of violence against women been taken into account? Are NGO shadow reports consulted as well as official reports?
Does the analysis identify the differing impact and root causes of selected development challenges on women and men and for other vulnerable groups?	Does the analysis also consider the needs of men and women in different groups (e.g. by age, ethnicity, income, etc.), and examine power relations?
Does the CCA identify responsibilities and capacity gaps of key actors (at national, sub-national, community and family level) in addressing the development challenges?	Does the CCA identify the specific capacity gaps that women and girls face at all levels? Does it make use of time use studies to reflect the productive and reproductive roles that men and women play?
Does the CCA clearly explain the rationale for short-listing development challenges for cooperation? Where gender equality has emerged as a clear deficit, is it on the short-list as a development challenge for cooperation?	If they do not appear in their own right, are gender equality considerations <i>mainstreamed</i> in a meaningful way in the short-listed development challenges?
SET PRIORITIES AND UNDAF RESULTS	
Does the UNDAF clearly explain the rationale for the selected priority areas for the UN system?	Are direct links made between national and UN system-wide commitments to gender equality in the selection of priority areas for the UN?
Have the national development priorities and/or targets, that the UN system intends to support, been confirmed with government and other national stakeholders?	Are <i>existing commitments</i> of the government in relation to girls' and women's human rights and gender equality visibly taken into account in the consultation on and selection of priorities? Have the priorities for support been reviewed by the UNCT with the Ministry of Gender Equality or Women's Affairs and women's organizations?
Do the selected UNDAF and country programme outcomes clearly relate to the achievement of relevant MDGs?	Do selected outcomes demonstrate attention to the MDGs that relate specifically to the status of women and gender equality, <i>as well as</i> an <i>integrated attention</i> to this dimension of other

¹⁵ The CRC advocates for consultation with adolescents and children. Older women, especially those widowed or divorced, often have the least access to public services and processes. These factors increase the importance of a comprehensive strategy for consulting directly with women of different ages.

Original Questions	Examples of Questions Relating to Gender Equality
	goals?
Do expected UNDAF and country programme outcomes address the root causes of the selected challenges?	Do the outcomes pay attention to gender inequality and violations of women's' human rights as a root cause of challenges?
Are the risks of crises or natural disasters and cross-cutting issues, especially gender equality and human rights, adequately reflected, particularly in reaching most vulnerable groups?	Do plans and priorities adequately respond to the differential impact of crises on men and women in the most vulnerable areas or groups? Are <i>gender and power relations</i> adequately reflected in coverage of vulnerable and other groups?
Do the expected UNDAF and country programme outcomes and strategies complement and/or mutually reinforce the programmes of other partners, including at sub-national or regional levels?	Has the GTG <i>coordinated with UNIFEM, the Gender Advisors</i> in the UNDP Sub-Regional Resource Facilities (SURFs), the UNFPA Country Support Teams (CSTs) <i>and gender expertise in the relevant UN regional offices to seek partnership and advice and ensure mutually reinforcing work on achieving gender equality?</i>
BUILD PARTNERSHIPS	
Where the CCA differs significantly from other national analyses, was consensus obtained between the UNCT and national partners on major findings and the way forward in the UNDAF?	Were the national unit on women's equality and women's' NGOs active in the consensus-building process?
Have key stakeholders, including representatives of disadvantaged and vulnerable groups, participated meaningfully in the validation of the causality analysis, prioritization and strategizing?	Have particular efforts been made to ensure that grass-roots women's organizations - particularly from rural areas and from disadvantaged groups (indigenous groups or internally displaced women) - have a voice in the priority setting?
Was participation gender balanced ?	Was there equal number of female and male participants?
Were first drafts of the CCA and UNDAF sent to a regional readers group early enough for their comments and suggestions, if agreed locally, to be reflected in the finalized documents?	Were UNIFEM and the gender experts in regional mechanisms - e.g. UNDP SURFs, UNICEF regional offices, UNFPA CSTs - and UN specialized agencies consulted?
Did major stakeholders review together the final drafts of the CCA and UNDAF?	Did the GTG and its partners in the national machinery for women, women's NGOs and others have the opportunity to gain consensus on the comments provided to the UNCT?
Did the Joint Strategy Meeting (JSM) agree to agency country programme outcomes that contribute to achievement of UNDAF outcomes?	Are gender equality dimensions of selected outcomes at different levels integrated into the work?
Have agency country programmes been checked for consistency with the UNDAF?	Do agency country programmes reflect the specifics of their <i>agency's</i> policies on gender equality?
Have lessons and good practices from previous experience been visibly used?	Have women been actively involved in identifying, generating, capturing, developing and drawing on lessons from experience and good practice, with support from the sponsors of the CCA & UNDAF?
Have arrangements for monitoring and evaluation of the UNDAF been agreed?	Are specific gender indicators, measures and arrangements for monitoring and evaluating the <i>integrated gender equality dimensions</i> of the UNDAF included in the final versions and sets of commitments?

2. The Millennium Development Goals (MDGs)

We also resolve to promote gender equality and the empowerment of women as effective ways to combat poverty, hunger and disease and to stimulate development that is truly sustainable....

United Nations Millennium Summit Declaration, 2000

Overview: Mainstreaming Gender Equality in all the MDGs

The Millennium Declaration was adopted by 189 countries at the Millennium Assembly of Heads of State in September 2000. The Declaration commits countries to work together to achieve eight specific development goals by the year 2015. Gender equality is a specific goal and cuts across all others.

- Goal 1.** Eradication of extreme poverty and hunger
- Goal 2.** Achievement of universal primary education
- Goal 3.** Promotion of gender equality and empowerment of women
- Goal 4.** Reduction of child mortality
- Goal 5.** Improvement in maternal health
- Goal 6.** Combating HIV/AIDS, malaria and other diseases
- Goal 7.** Ensuring environmental sustainability
- Goal 8.** Developing a global partnership for development

These eight MDGs, and the processes associated with their attainment outlined below, have been incorporated into the overall UN reform process. Much of the advice above on engendering CCA/UNDAF processes applies equally well to coordination around MDG entry points. The MDGs also include 18 quantitative targets and 48 indicators as the basis of tracking progress http://www.unmillenniumproject.org/html/dev_goals1.shtm.

Goal 3 (of the MDGs) explicitly refers to gender equality and the empowerment of women but indicators for all other goals must be disaggregated by sex so as to report key dimensions of gender inequalities.... The challenge is to highlight the most important dimensions of gender equality across all goals and to illustrate these at a glance using graphical presentation of data, maps and other tools to support the message in the text.¹⁶

The MDGs, and the various mechanisms and processes in place to achieve them, are a rallying point around which national actors, the UN system and the Bretton Woods Institutions are converging. There are three elements of the MDG process at country level: (i) monitoring, analysis and reporting; (ii) implementation and operational issues; and (iii) campaigns. They may overlap in terms of the practical actions involved. Each element is discussed below from the perspective of strategic interventions for gender mainstreaming.

¹⁶ UNDP. 'Country Reporting on MDGs. Second Guidance Note'. UNDP, New York, October 2003. p 6.

A first step is for GTG members to familiarize themselves with core documents. Two websites are of particular relevance:

- ↵ *The Millennium Project* (www.unmillenniumproject.org). Supported by the UNDG, this website provides updates on progress made towards the achievement of all the MDGs, as well as access to the outputs of all Task Forces.
- ↵ *MDGenderNet* (www.mdgender.net). Coordinated by UNIFEM, this website provides access to resources promoting better understanding and sharing of tools for addressing gender equality in all of the MDGs - from literature on gender equality as it relates to each goal, to tools for advocacy and action.

Documents important for GTGs include:

- ↵ *The UN and the MDGs: A Core Strategy*, a guidance document prepared by the UNDG in 2002. (<http://www.jposc.org/content/workshops/cairo%20workshop/un%20and%20the%20mdg%20a%20core%20strategy.pdf>)
- ↵ *Country Reporting on the Millennium Development Goals*, an updated guidance note prepared by the UNDG in October 2003. (http://www.undg.org/documents/3053-NEW_Guidance_Note_for_MDG_Reports.pdf)
- ↵ *Task Force 3 Interim Report on Gender Equality*, a report from Task Force 3 of the Millennium Project on Gender Equality and the Empowerment of Women, prepared in February 2004. (<http://www.unmillenniumproject.org/html/tf3docs.shtm>)
- ↵ *Millennium Development Goals: National Reports, A Look Through a Gender Lens*, a 2003 UNDP report that assesses the extent to which gender concerns and perspectives have been mainstreamed in MDG reports under various goals. (<http://www.mdgender.net>)
- ↵ *Gender Equality and the Millennium Development Goals*, a 2003 paper by the Gender and Development Group of the World Bank that provides an overview of the Gender Equality Goal and examines the links between gender equality and the Millennium Development Goals on Poverty, Education, Health and Nutrition, and Environment. (<http://www.mdgender.net>)
- ↵ *A Pathway to Gender Equality: CEDAW, Beijing and the MDGs*, a 2004 resource tool developed by UNIFEM with support from GTZ and BMZ for gender equality advocates that identifies ways in which the gender equality expertise contained in CEDAW and Beijing can be used to engender all of the MDGs. (<http://www.unifem.org>)

MDG Monitoring, Analysis and Reporting

MDG Reports are not intended as formal policy documents. They are to be brief, succinct and easily accessible to the public.

The UN MDG strategy specifies that all tracking of “achievements, trends and shortfalls should use authoritative data, disaggregated, whenever possible, by gender, age and specific vulnerabilities, which will be identified through a

consultative process with partners. In many countries there are marked deficiencies in such disaggregations".¹⁷

GTG strategies to use the MDG processes as a way of strengthening commitment and action on gender equality will be similar to those described for CCA/UNDAFs and the overarching strategies in Figure 2-3. The MDGs also offer some specific entry points:

- ✦ Since periodic reporting on the MDGs is a priority of the whole UNCT - and gender equality is a goal in its own rights and central to all the others - the GTG can advocate for UNCT support to national capacity for collection, analysis and dissemination of sex-disaggregated statistics and more accurate gender-specific data. Coordinated UNCT support for building sustainable national and local capacity in this regard belongs high on the agenda.
- ✦ There has been significant debate about the targets and indicators for gender equality in the global MDGs.¹⁸ The GTG can be instrumental in national-level consultations on MDG reports and monitoring approaches by supporting national partners to advocate for the inclusion of targets and indicators that are relevant to the country, including those already agreed to in any national plans of action for gender equality. CEDAW reports and reports from Special Rapporteurs of the Commission on Human Rights give valuable background and an important rationale for the inclusion of targets and indicators proposed by women's groups.
- ✦ MDG reports serve as catalysts for public debate. The more actively women as well as men are involved in the debate, and the more it reflects their separate as well as shared concerns and interests, the more credible and legitimate it will be. GTGs can pay special attention to ensure that women's groups - and particularly those at the grass roots - have an opportunity to express their views.

**Box 2-4: MDGs Focus
Advocacy Work on
Gender Equality**

Cameroon: The UNCT has helped Cameroon to prepare its second progress report on implementing the MDGs and is now helping it finalize MDG progress reports for the 10 provinces of the country. Before a GTG was formally established after the January 2004 annual UNCT Retreat, gender issues were taken into account by the Inter-Agency Working Group for MDG process in:

- ✦ Composition of the commissions formed for developing, drafting and finalizing the two MDG progress reports at the national level and the 10 provincial-level MDG reports;
- ✦ Focus on gender as a cross-cutting issue in drafting the MDG reports;
- ✦ Succeeding in getting the MDGs integrated into the PRSP as part of its overall longer-term goals.

¹⁷ *The UN and the MDGs: A Core Strategy*. Page 2, Paragraph 9. See:

<http://www.jposc.org/content/workshops/cairo%20workshop/un%20and%20the%20mdg%20a%20core%20strategy.pdf>

¹⁸ MDGenderNet eDiscussion, Summary 29 September - 31 October 2003 at:

http://www.mdgender.net/resources/monograph_detail.php?MonographID=26

Box 2-5: Engendering the MDG Reports

Cambodia: UNIFEM executed a UNDP programme to build capacity to engender the country's MDG Report. The Fund, together with the GTG, worked with the UN, the World Bank, the Asian Development Bank (ADB) and government partners on the report and presented it to the Council of Ministers. As a result of this collaboration, the group proposed an expanded set of gender-sensitive indicators that were tailored to the national context. UNIFEM, the World Bank and the ADB are now working together on a combined national gender assessment.

Senegal: The GTG contributed to building field-level knowledge on engendering monitoring processes for the MDGs through the development of gender indicators for all priority areas. The GTG elaborated seven entry points to enable them to work not only on the MDGs but also on gender equity and women's rights:

- 1) Facilitate participation and advocacy on the part of those who promote gender equality during MDG campaigns at the national, regional and global level.
- 2) Follow progress at national level.
- 3) Collect and distribute analyses that contribute to the integration of a gender perspective in all MDG-related activities.
- 4) Initiate activities that contribute to the achievement of the MDGs.
- 5) Ensure that UNDP field offices that are supporting the drafting of reports in a participatory manner include women's organizations in this process.
- 6) Devise a review mechanism of reports - prior to their finalization - by a gender expert group to ensure that this dimension is indeed taken into account in the preparation of reports.
- 7) In the follow up to MDG reports, ensure that the gender dimension is taken into account. To this end, follow-up worksheets should be developed to record progress and identify gaps with respect to agreed indicators.

Implementation and Follow up to MDG Reports

In some countries, the UNCT has joined together in response to MDG reports to implement a UN system programme. This provides an opportunity for GTGs to ensure that gender equality receives due consideration in all aspects of the joint programme or - in some cases - that becomes the focus of the entire programme. For instance, in one country – after the government decided to make increases in women's participation in municipal councils an indicator – the whole UNCT formulated a programme to support this.

Box 2-6: UNIFEM-ECLAC Initiative

In partnership with the UN Economic Commission for Latin America and the Caribbean (ECLAC), UNIFEM commissioned a series of country reports that analyse the MDGs from a gender perspective using national statistical data. Country reports have been completed or are in the process of being completed for Bolivia, Colombia, Ecuador, Guatemala, Nicaragua, Peru and Venezuela. A regional report is also underway for the Caribbean.

UNIFEM and ECLAC have organized presentations of the reports with the collaboration and/or participation of other UN agencies, government officials and women's groups as a first step towards engaging the different stakeholders in a discussion around gender and the MDGs. The reports present a methodology that can be easily adapted to the realities of other countries, depending on the availability of national data. The hope is that they will prove a useful tool for the UNCTs in the region in showing both the 'why' and the 'how to' of mainstreaming gender in the MDGs, and that they will encourage women's groups to engage with the MDGs in order to bring women's voices into MDG-related processes at the national level.

To see the full report for Peru (Serie CEPAL Mujer y Desarrollo No. 55, *Las metas del milenio y la igualdad de género: el caso de Perú*, May 2004) and for other countries, once finalized, go to: www.eclac.cl or to www.unifem.org.

Campaigning and Mobilization

National Millennium Campaigns or Movements aim to build coalitions that can place the MDGs at the centre of national debates and action on priorities, policies and resource allocations. The Millennium Campaign¹⁹ is facilitating many of these processes worldwide.

The GTG can play a key role in campaigns by urging the inclusion of relevant gender equality issues and ensuring that women and women's organizations are involved in their planning and management. It may be able to contribute seed funds for inter-agency collaboration on production of materials, for example, and support national partners in using seed funds as leverage in resource mobilization and partnership strategies on gender equality. With regard to campaigning, GTGs can link MDG campaigns to special days related to women's concerns (see *Advocacy on Key Dates* on page 57).

3. Poverty Reduction Strategy Papers (PRSPs)

Overview - PRSPs and Gender Equality

The CCA/UNDAF brings the UN together at country level to support governments...to achieve the MDGs. Both instruments provide a vehicle for the UN to dialogue with governments and other partners to identify how the UN will support national efforts...National poverty reduction strategies (PRSPs) are the main focus of the UNCT at the country level. The PRSP (PRSP Paper) is the 'national roadmap' for reaching longer-term MDG targets through short/medium-term policy reforms and budget restructuring.²⁰

¹⁹ See: <http://www.undp.org/mdg/campaign.html>

²⁰ From 'Guidance Note on UN Country Engagement in PRSPs'. UNDGO, New York 2003. http://www.undg.org/documents/3401-PRSP_Assessment_Guidance_Note_-_PRSP_Guidance_Note.doc

PRSPs were introduced by the World Bank and International Monetary Fund (IMF) in 1999 as a prerequisite for borrowing by their poorest and transition country clients. PRSPs describe a country's macroeconomic, structural and social policies and programmes to promote growth and reduce poverty, as well as associated external financing needs. They include budgets that determine the allocation of national resources.

The World Bank is the lead agency for PRSPs and has prepared a sourcebook to assist countries in their PRS processes.²¹ The chapter on gender outlines how gender analysis can be used in poverty diagnosis and in defining priority public policy responses. It provides guidelines for monitoring and evaluating men's and women's involvement in PRS programmes and for evaluating gender differences in the outcomes and impacts of these programmes.

Box 2-7: On Influencing PRSPs

Kenya: UNIFEM, in partnership with women's NGOs and the Government, has supported gender mainstreaming in Kenya's PRSP implementation and monitoring in four districts, using CEDAW and the Beijing Platform for Action. Key results from this work include the revision of four district PRSPs, namely Bondo, Bungoma, Taita Taveta and Muranga, to include more analysis on gender equality and women's human rights, as well as the development of district gender action plans as instruments for practical follow up to the engendered district PRSPs. District planners and community leaders were trained in gender analysis, planning and monitoring. UNIFEM also supported over 36 community gender forums/dialogues on economic empowerment, violence against women and HIV/AIDS in the four districts, to raise awareness around these priority issues in the PRSP.

The inclusion of gender equality concerns in PRSPs has been uneven, but recent research indicates that it is improving. A World Bank desk review of 18 full PRSPs, published in 2004, found that the diagnosis of gender inequalities increased significantly between 2002 and 2003²². Yet, while analysis linking poverty and gender inequality may be improving, recommendations and actions for responding to this analysis need strengthening.

Possible Actions by GTGs

GTGs can play a role in actively advocating for sustained attention to gender equality and women's empowerment in the formulation, implementation and monitoring of the PRS. A number of GTGs are active in PRSP processes. Examples from Bangladesh and Kenya illustrate coordination linkages (see Boxes 2-7 and 2-8).

Some significant points of action for GTGs in relation to PRSPs include:

- ✦ **Monitor implementation of the PRSP with a gender lens and UN system niche in mind.** A UN system niche is characterized by some specific, unique attributes that can be consistently reinforced - a pro-poor policy, rights-based agenda with goals of sustainable human development.

²¹ The World Bank. A Sourcebook for Poverty Reduction Strategies (2-volume set). Edited by Jeni Klugman. The World Bank, October 2002. <http://www.worldbank.org/poverty/strategies/chapters/gender/gender.htm>

²² The World Bank. The Poverty Reduction Strategy Initiative: An Independent Evaluation of the World Bank's Support Through 2003. The World Bank, Washington, DC, 2004. <http://www.worldbank.org/oed/prsp/index.html>

↙ **Build capacity of and support national partners in mainstreaming gender equality in PRSPs.** National partners need to take the lead in negotiating sustained attention to gender equality in the PRSPs, as consistent with international obligations and commitments. Reinforce the importance of advocacy and build the capacity of government officials as *duty-bearers* and the capacity of citizens as *claim-holders* in relation to PRS processes.

↙ **Ensure that professionals with combined expertise in gender equality and economics support the PRSP process.** Substantive technical expertise is a pre-requisite for effective mainstreaming of gender-equality concerns with financial institutions and economists. References

and referrals to this expertise may be available from universities in the country or region. Additionally, some other sources are footnoted below.²³

↙ **Link gender-responsive budget (GRB) initiatives with PRSPs to the extent possible.** GRB initiatives are now taking place in at least 40 countries and spreading rapidly. UNIFEM, UNDP, UNFPA, GTZ, the Commonwealth Secretariat and many bi-lateral partners have supported programmes to build capacity, share knowledge and increase accountability using gender budgeting. For more information on this visit the Gender Responsive Budget Initiatives (GRBI) at www.gender-budgets.org, which is a collaborative effort between UNIFEM, the Commonwealth Secretariat and Canada's International Development Research Centre (IDRC).

Box 2-8: NGO Coordinates Consultative Group Inputs on Engendering the PRSP

Bangladesh: One of two major initiatives going on in the Local Consultative Group - Women and Gender Equality (LCG-WAGE) is related to engendering the PRSP. Some donors provided funds to hire an international consultant to assess the extent to which gender equality perspectives are incorporated in the I-PRSP. Before finalizing the PRSP, a working group, mainly consisting of NGOs. This is particularly important in that the LCG-WAGE created a channel of dialogue between the Government and NGOs. It also aims to enhance national influence on ownership of the PRSP exercise.

Box 2-9: Expert Meeting on Gender Mainstreaming of PRSPs in Selected African Countries²⁴

An analysis of 13 PRSPs presented at the meeting - eight of them from Africa - revealed that references to gender tended to be scattered and uneven: three PRSPs were strongly engendered in many sections; the majority tended to apply a Women in Development rather than a Gender and Development approach. None of the PRSPs identified strategies or indicators for monitoring to back up all gender commitments, almost none addressed the issue of social protection and none engendered structural adjustment measures.

In proposing a methodology for engendering PRSPs, the cases of Bangladesh and Rwanda were presented as good models in terms of both process and content. In the case of Rwanda, there was an analysis of every sector of the I-PRSP; advocacy with key stakeholders and the 'Drafting Team' to sensitize them on the centrality of gender to the PRSP; and a workshop of all stakeholders led by the Ministers of Finance and Gender facilitated by civil society groups to obtain commitment and buy-in. Bangladesh's approach was very similar. In some countries, there are follow-up committees to ensure all sections of the PRSP are engendered.

²³ The International Association for Feminist Economics (IAFFE) <http://www.iaffe.org>, and Gender Action <http://www.genderaction.org>.

²⁴ Proceedings of the *Experts Meeting on Gender Mainstreaming of PRSPs in Selected African Countries*. Meeting organized by UNDP and UNIFEM in South Africa 24-26 March 2003. <http://www2.gtz.de/gender-prsp/english/themes/themes.htm>

4. Towards a Common Understanding of Human Rights-Based Approaches

Coordination and the Human Rights-Based Approach to Development

The Secretary-General made human rights-based approaches (HRBA) central to his reform programme from the outset. Although rights-based approaches have never been formally defined as ‘coordination mechanisms’, they are extremely valuable as instruments to strengthen collaboration.

An Interagency Workshop on the Human Rights-based Approach in May 2003 produced a Statement of Common Understanding, which presents three core principles for UN system collaboration on the rights-based approach to development.²⁵

1. All programmes of development cooperation, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments (<http://www.un.org/rights/>).
2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.
3. Programmes of development cooperation contribute to the capacities of duty-bearers to meet their obligations and of ‘rights-holders’ to claim their rights.

UNCTs are directed to mainstream both gender equality and a human rights-based approach. This reinforces the benefits of theme groups working together at the intersection of women’s and girls’ rights as human rights in support of a stronger human rights-based approach overall.

GTGs, Gender Equality and Rights-Based Approaches

The Statement of Common Understanding identifies all treaties, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), as among the guiding principles for development cooperation, and thus at the centre of government and UNCT activity.²⁶

Using a rights-based approach involves, necessarily, a focus on those groups that are excluded and marginalized. For a rights-based approach to be meaningful, partnerships with women’s groups and alliances with human rights advocates at all levels²⁷ are important for ensuring that excluded groups are

²⁵ UNDGO. ‘The Human Rights-Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies’. UNDGO, June 2003. <http://www.undg.org/content.cfm?id=14>

²⁶ Ibid.

²⁷ ‘All levels’ spans the local/grass-roots, sub-national, sub-regional, national and regional levels.

brought into all coordination processes and as beneficiaries of capacity-building efforts of rights-holders.

For GTGs, the principle human rights instrument is CEDAW. Supporting national governments to report on, monitor and implement CEDAW - and build partnerships with civil society in this process - is a good area for coordinated UN action. Likewise, ensuring that CEDAW processes are linked into CCA/UNDAF, MDG and PRSP processes is a way to bring coherence to national policy processes and to highlight the analysis and actions that women's organizations are undertaking.

In addition to CEDAW, six other core international human rights treaties and a wide range of Special Rapporteurs focus on particular thematic and country situations. Linking the work of Special Rapporteurs as well as treaty reporting to the development agenda will strengthen the overall capacity of the UNCT and Resident Coordinator system to deliver on an HRBA.

Core UN Conventions (<http://www.ohchr.org/english/bodies/index.htm>)

- ↗ Convention on the Rights of the Child.
- ↗ International Covenant on Civil and Political Rights.
- ↗ International Covenant on Economic, Social and Cultural Rights.
- ↗ Convention Against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment.
- ↗ Convention on the Elimination of All Forms of Racial Discrimination.
- ↗ Convention on the Protection of the Rights of All Migrant Workers and Members of their Families.

UN Special Rapporteurs

In addition to the UN Special Rapporteur on violence against women, a number of other Special Rapporteurs have paid particular attention to women's issues. These include the UN Special Rapporteur for migrants' issues, the UN Special Rapporteur on adequate housing and the UN Special Rapporteur on the right to water. Important for GTGs in the future will be the recently announced Special Rapporteur on trafficking in persons, especially women and girls.²⁸ Key actions for GTG members include meeting with Special Rapporteurs when they make country visits, where the substantive issues or country focus are relevant to them, contributing to their reports and drawing on reports as authoritative sources for GTG advocacy on specific themes and actions (<http://www.ohchr.org/english/bodies/index.htm>).

Possible Actions by GTGs

In addition to strategic coordinating actions outlined on the previous pages, the following are human rights-related entry points for GTGs:

²⁸ The Office of the High Commission on Human Rights (OHCHR) recently announced the establishment of this new Special Rapporteur function, reinforced by an ECOSOC decision.

- ↪ Support CEDAW monitoring and reporting processes of government counterparts. Often, the Ministry of Women's Affairs takes the lead in preparing the CEDAW report. Also, support the related work of civil society groups, which often prepare 'shadow' reports. Check the Division for the Advancement of Women (DAW) website for updates on CEDAW. (<http://www.un.org/womenwatch/daw/cedaw/index.html>).
- ↪ Link with the 'global to local' efforts that the International Women's Rights Action Watch (IWRAP), Asia-Pacific, and UNIFEM have been undertaking to train NGOs in CEDAW and build partnerships with governments and the CEDAW Committee (www.iwraw-ap.org).
- ↪ Organize a report-back and consultations with the UNCT after country representatives have reported to the CEDAW Committee so that the whole UN system is apprised of the key actions needing follow up and can collectively support these.
- ↪ Support capacity building and campaign initiatives on the rights of women and children with the UNCT, government and civil society, engaging with the private sector as well. A number of training manuals on human rights-based approaches exist, and a wide variety of women's human rights experts can be contacted to provide training to the UNCT. Useful websites include:
 - For the UN human rights system www.hri.ca/fortherecord2003/index.htm and OHCHR at www.ohchr.org
 - For women-focused human rights resources, CEDAW's site at www.un.org/womenwatch/daw/cedaw/, the Women's Human Rights Net at www.whrnet.org, and For the Record at <http://www.hri.ca/fortherecord2003/index.htm>
- ↪ Ensure that the rights of women and girls are actively reflected in all coordination documentation, including the impact of the PRSP on economic rights and the right to development of the poor.
- ↪ Draw on perspectives of grass-roots women at different levels - as well as organizational levels.

CHAPTER 3
ESTABLISHING &
MANAGING
GENDER THEME GROUPS

INTRODUCTION

This chapter offers guidance and lessons from experience on purpose, membership and work planning for Gender Theme Group (GTG), as well as suggestions for reporting and reference materials.

Clarifying the purpose is essential for two reasons:

- a. It provides a common vision to guide the efforts of group members and assists them to more clearly articulate the importance and relevance of the group to their colleagues.
- b. It makes it possible for those who are not (yet) members and others in the UN country team (UNCT) - including the Resident Coordinator - to understand why they should endorse the group and why they should call on it.

1. Background to United Nations Theme Groups

In 1997, the Secretary-General initiated a reform process in the United Nations system. This process of reform continues to unfold, and is accelerating.

Key parts of the reform aim to harmonize and simplify UN system work at a country level and to strengthen the RCS. Theme groups are one of a number of mechanisms put in place to achieve reform goals.

The three main aspects of the role and areas of primary responsibility of theme groups identified in 1998 are to:

- ↪ Consolidate and coordinate the work of core agencies.
- ↪ Devise and implement integrated strategies.
- ↪ Manage joint programming in support of results at the country level.²⁹

Guidance on implementing the main aspects of UN reform was provided in 1998 by the Administrative Committee on Coordination (ACC) of the United Nations Development Group (UNDG) in the form of 'ACC Guidelines on the Functioning of the Resident Coordinator System'.³⁰

Thematic groups are UN system consultation mechanisms at the country level on

²⁹ UN reform dossier: 1997-2002, <http://www.un.org/reform/dossier.htm>. The first theme groups were on HIV/AIDS. A 2003 review showed that approximately 120 theme groups on HIV/AIDS existed, followed by approximately 60 on gender equality. In interpreting these figures it is worth noting that the HIV/AIDS theme groups were a mandated and resourced structure for required coordination, while gender theme groups were not mandated but voluntary.

³⁰ Approved on behalf of ACC by the Consultative Committee on Programme and Operational Questions (CCPOQ) at its 15th Session, New York, 21-24 September 1999. http://www.undg.org/documents/2143-ACC_Guidelines_on_the_Functioning_of_the_RC_System.pdf

specific themes relevant for the development of the host country. Their composition and content vary according to a country's specific circumstances. Key to their effective functioning is an increasing involvement of all relevant development partners present in the country, including the government, Bretton Woods Institutions, regional banks, civil society and the private sector.

The thematic groups are the core mechanisms for undertaking the Common Country Assessment (CCA), as reflected in the CCA terms of reference. Thematic groups can also play a key role in the preparation of the UN Development Assistance Framework (UNDAF). In view of their potential responsibilities, the functions, membership and terms of reference of these groups - for the UNDAF formulation and beyond - need to be given careful consideration by the UN country team (UNCT).

Box 3-1: Inter-agency Thematic Groups by Any Other Name

Prior to the roll out of the UN reform process and guidance on inter-agency thematic groups, staff working on gender equality and women's rights issues have convened regular multi-stakeholder roundtables and groups to coordinate activities at the country level for many years. These continue to be important coordination mechanisms in a number of countries, even if they are not considered formal 'inter-agency thematic groups' (see the example of Bangladesh in Box 3-5). In some countries, especially where there is a focus on reducing the number of thematic groups, the UNCT has decided that there is no need for a standing group on gender equality. Advocacy to raise the profile of gender issues and garner support for a standing group is still highly recommended. But if the decision of the Resident Coordinator (RC) is not to have one, those involved in gender issues inside and outside the UN system might well decide to have a working group to continue coordinated support to national priorities and joint advocacy around areas of common concern.

This guidance has been re-affirmed in numerous inter-governmental processes, including in ECOSOC and other venues.³¹

2. Purpose

The overarching purpose of all UNCT theme groups is best summarized in a guidance note related to HIV/AIDS thematic groups in 2000, which highlighted their role "to serve as a key mechanism for joint UN action and coordination of theme-related work at the national level".³²

The first challenge of any GTG is to clearly define the precise purpose it is serving, given the opportunities and challenges in the country and of the UNCT, as well as the unique capacities of the members of the GTG. Reviews of existing GTGs reveal that there are three purposes that they have primarily served (see Table 3-1 below).

³¹ Report of the Secretary-General, on 'Progress in the implementation of General Assembly Resolution 56/201', Economic and Social Council, 9 May 2003 (E/2003/61). Operational activities of the United Nations for international development cooperation: follow-up to policy recommendations of the General Assembly and the Council. <http://www.un.org/esa/coordination/ecosoc/Progressreport9May.pdf>

³² The source of this reference is the Administrative Committee on Coordination (ACC) in its 'Guidance Note for the Resident Coordinator System: Towards a multi-sectoral response to HIV/AIDS'. 2000. Paragraphs 5 and 10.

Box 3-2: Illustrating Links between Different Elements of GTG Organization

Cuba: As an initial step the GTG elaborated and conducted a gender survey within the UN system in Cuba. The survey showed the need and interest for capacity building in this area. The second step was to elaborate Terms of Reference for a diagnosis to be made, which did in turn result in a strategy and a concrete work plan. The internal gender survey conducted by the GTG within the whole UN system in Cuba was responsible for raising interest among staff.

Table 3-1: Purpose of UNCT Gender Theme Groups

<i>PURPOSE</i>	<i>TYPES OF ACTIVITIES UNDERTAKEN</i>
To strengthen overall UNCT performance on gender equality by mainstreaming gender into all key policies and programmes	<ul style="list-style-type: none"> • Organize UNCT training on gender mainstreaming and gender equality. • Ensure a focus on gender equality in all UN training programmes. • Produce a common UNCT gender mainstreaming briefing kit. • Implement a strategy and monitor progress on mainstreaming gender into CCA/UNDAF processes and National Human Development Reports (NHDRs). • Support gender mainstreaming in UN coordination initiatives related to MDGs and PRSPs. • Link with other UN theme groups.
To enhance UN coordination by undertaking joint UN programmes on gender equality	<ul style="list-style-type: none"> • Support the government's efforts to report on and implement CEDAW. • Provide coordinated UN support to assist the government to develop a national policy on gender equality. • Offer wide-ranging support to the national machinery for women, building on the comparative advantage of each UN organization and consistent with the national plan of action for gender equality (if this exists). • Formulate and secure support for a UN system-wide programme - at national or local level - in support of gender equality, linking this to the CCA/UNDAF results matrix. • Support joint UN advocacy and awareness activities to highlight a women-specific issue or the gender dimensions of an important national issue, including for International Women's Day, the International Day for the Elimination of Violence against Women and others.
To create a venue for regular sharing of information and experience on implementing gender equality	<ul style="list-style-type: none"> • Create and maintain a database of all UN system activities related to gender equality. • Hold regular meetings for information sharing, as well as featuring experiences of different members at each meeting. • Develop a community of practice (COP) on gender equality. • Produce a regular UN newsletter or have a section of the UN's website on gender equality activities.

The specific purpose and related sets of activities that GTGs choose will vary considerably. What is crucial is that the purpose is clear, relevant to the country and consistent with the capacities of the group.

Box 3-3: The Role of the Gender Mainstreaming Monitoring Group is to Coordinate

Turkey: Bearing in mind that gender mainstreaming is part of the integrated and upstream approach to development, the Gender Mainstreaming Monitoring Group (GMMG) aims to ensure that effective cooperation, coordination and monitoring are achieved to mainstream gender equality in all appropriate UN system activities in Turkey.

In this connection the GMMG will:

1. Participate in all Inter-Agency Thematic Groups on a regular basis and through this mechanism ensure that gender equality-related concerns and policies and information on national developments regarding gender are fully accounted for at all appropriate levels of UN system operations, including the project/programme design, implementation and monitoring phases.
2. Monitor the updating of the gender database and gender equality indicators in line with the UN/CCA database in cooperation with the relevant national machinery for gender and other related agencies.
3. Ensure that all appropriate and relevant training activities supported through UN agency individual programmes are directed to enhance gender equality policies and gender mainstreaming and that they facilitate collaboration with all possible national stakeholders/agencies. In so doing, special attention will be paid to key development sectors that have an impact on gender equality.
4. Engage in regular dialogue with government agencies, parliamentary commissions, labour unions, regional and local organizations, CSOs, national think-tanks and the private sector as well as the donor community in order to support the development of a strong UN system partnership for gender equality programming in Turkey. The GMMG will visit the stakeholders and establish regular dialogue with them to advocate for gender equality in all spheres of national development.
5. Support advocacy activities for gender equality policies, publication of reports on topics of special gender concern and the development of gender equality indicators for further research and monitoring purposes.
6. Support coordinated UNCT participation in national events related to gender concern areas, including International Women's Day on 8 March.
7. If requested, arrange for substantive and technical guidance to the UN agencies on national and international gender equality policies and programming guidelines.

3. Terms of Reference

The Terms of Reference (TOR) follow directly on the statement of purpose and more specifically break down the broad areas of work that the GTG will take on. For example, a TOR that the GTG in Mongolia developed to clarify its areas of concentration is shown in Box 3-4.

Box 3-4: Terms of Reference (TOR) for UN Theme Group on Gender

Mongolia

Purpose:

The Theme Group (TG) will address issues of gender and promote programmes and activities carried out by the Government, NGOs and participating UN agencies in their work in Mongolia.

Composition:

- ↪ The chairperson of the TG will be selected by the TG members, rotated among members every year.
- ↪ UNDP, UNFPA, UNESCO, UNICEF, UNV, UNIFEM and WHO will be represented by a TG member.
- ↪ Participating national members are government gender focal points and representatives of active women's NGOs.

Activities:

The TG will identify a common strategy to promote the following areas of interest:

- ↪ The TG's work shall be within the framework of the recommendations emanating from the Fourth World Conference on Women, World Summit for Children, Education for All, ICPD, ICPD+5 and CEDAW.
- ↪ The TG will identify areas of coordination between concerned organizations to promote gender issues and develop mechanisms to do this.
- ↪ Increase public awareness, advocacy activities and monitoring gender-related issues.
- ↪ Improve a consistent and reliable gender database in co-ordination with the GOs and NGOs.
- ↪ In considering the cross-cutting aspect of the gender issue, the TG will co-ordinate with other theme groups in order to ensure a consistent approach of gender issues and avoid overlapping.
- ↪ Mainstreaming of gender from the human rights perspective (with human rights theme group).
- ↪ Mainstreaming of gender from the perspective of reproductive health (in coordination with STI/HIV/AIDS theme group).
- ↪ Promote networking and information sharing on particular gender issues with governmental institutions, other theme groups and NGOs.
- ↪ TG will develop an annual work plan.
- ↪ Seek to provide input to the CCA/UNDAF exercises.

Mechanism for implementing TG's activities:

Structured monthly meetings serve as an instrument in fulfilling TG activities. The UN Resident Coordinator's Office will support TG activities.

Reporting:

The TG will report to the UN country team twice a year under the co-ordination of the UN Resident Coordinator.

4. Membership and Leadership of the GTG

MEMBERSHIP

There are wide varieties in membership of GTGs. Choices about membership, again, relate very closely to purpose. However, in many cases the most effective GTGs are those that have broad-based membership, including representatives from UN agencies as well as from government, NGOs and bi-lateral and NGO donors.

Table 3-2: Activities of Members of the GTG

<i>Members of GTG</i>	<i>Activities for Which Membership Best Serves</i>
Representatives of UN organizations	<ul style="list-style-type: none"> • Build capacity within UN organizations. • Share information about UN system activities on gender equality.
UN organizations and national partners (e.g. government and non-governmental)	<ul style="list-style-type: none"> • Coordinate and build capacity on joint UN gender equality programme at national, sub-national and local levels. • Share information across gender equality networks and groups.
UN organizations, national partners, bi-lateral donors and international NGOs	<ul style="list-style-type: none"> • Mainstream gender equality into emerging national policy and coordination frameworks, including PRSPs, MDGs, etc. • Share comprehensive and broad-based information about all gender equality-related programming in the country. • Support national processes to strengthen gender equality capacity, including development of a national plan of action.

Other specific groups to consider in those GTGs that decide on a more wide-ranging membership:

- ↳ grass-roots and local women’s interest groups;
- ↳ representatives of training institutes;
- ↳ partners from academia, research and professional organizations; and
- ↳ relevant private sector representatives.

‘Expanded’ theme groups, as illustrated in the example in Box 3-5 from Bangladesh, have clear advantages in pulling together a broader range of skills and a wider circle of influence. The challenge is that coordination of larger and more complex groups is more demanding, albeit with far greater rewards.

Box 3-5: Local Consultative Group on Gender Equality

Bangladesh: While it is not referred to as a GTG, the Local Consultative Group on Women’s Advancement and Gender Equality (LCG-WAGE) in Bangladesh functions as one. Donor coordination and dialogue with the Government in various thematic areas are pursued through different Sub Groups of the Local Consultative Group (LCG-Sub Group). There are 22 different LCG-Sub Groups in Bangladesh, including LCG-WAGE. Members include both multilateral (UN agencies, the World Bank, ADB) and bilateral agencies (embassies and agencies). Members of LCG-WAGE can be invited to work on any joint initiatives of UN agencies when necessary. There are about 40 members in the LCG-WAGE and women make up 90 per cent of the membership.

Gender Focal Points (GFPs) are often the representatives of UN and government agencies that participate in inter-agency thematic groups on gender mainstreaming. A closer examination of the potential of gender focal points to influence policies and programmes of their organizations was undertaken by UNFPA in 2000 and provides useful insights into some of the structural opportunities and challenges to building stronger commitment to gender equality in the UNCT.³³

³³ Excerpted from ACC document ACC/2000/3, ‘Recommendations on the Gender Focal Point System in the UN’, prepared for the Inter-Agency Committee on Women and Gender Equality (Task manager: UNFPA).

Box 3-6: Strengthening Gender Focal Point Mechanisms³⁴

Although gender focal points have made tremendous contributions to gender mainstreaming and women's equality, they have done so 'in spite of' rather than 'because of' the support of their respective institutions. Lack of seniority, resources and management commitment, as well as the multiple tasks assigned to them, hamstringing their efforts system-wide. More specifically:

- ↪ Gender focal points cannot be accountable for the implementation of gender mainstreaming in their organizations. Responsibility and accountability for gender mainstreaming rest with senior managers. They must have the commitment and competencies to lead.
- ↪ While there is no institutional blueprint, it is important for each agency to have a clear policy statement that defines the responsibilities and accountability of management, and clear terms of reference for the corporate gender focal point and technical/programme gender focal points.
- ↪ The terms of reference of gender focal points must clearly spell out their technical functions, roles and responsibilities.
- ↪ The role of technical and programme gender focal points should be that of facilitator and catalyst.
- ↪ Senior gender advisers should participate in decision-making about key corporate policies.
- ↪ Staff appointed as GFPs should be on regular posts, rather than short-term contracts, to create sustainability in knowledge and experience on gender equality.
- ↪ Diversity should be ensured by appointing more men as gender focal points.
- ↪ It is essential to separate structurally the function of gender focal points from the functions of focal points that are responsible for achieving an organization's goals in the area of gender balance and a gender-sensitive work environment (focal points for women).

GTGs can advocate for stronger support to GFPs at the national level, linking with the Inter-Agency Network on Women and Gender Equality as well as gender experts in other UN organizations.

LEADERSHIP

Field reports indicate three models for leadership arrangements for GTGs:

- ↪ Many GTGs are chaired by a representative from one UN organization.
- ↪ In India, Mongolia and some other countries, the GTG is co-chaired by two UN organizations (by UNICEF and UNIFEM in India; by UNIFEM and WHO in Mongolia).
- ↪ Still other countries have a rotating leadership on either an annual or bi-annual basis. This is consistent with the decisions of some RCs to also rotate leadership of the UNCT amongst different UN organizations.

Ultimately, the decision on leadership needs to be taken based on competency, commitment and availability of time to take on the role. Where possible, instituting a process of rotating leadership and co-chairing arrangements is more conducive to building commitment and broad-based participation, as well as fairly sharing support to GTG management.

It is of great benefit if leadership and membership of the GTG have sufficiently senior positions to be represented at the Heads of Agency meetings of UNCTs. When this is not the case, the GTG runs the risk of becoming marginalized or disconnected from key priorities of the UNCT. It is important to consult with the RC to ensure that there is representation on the GTG that has a direct channel to all Heads of Agencies, and that representatives use their position strategically.

³⁴ Ibid, page 8.

5. Strategies, Work Plans and Reporting for GTGs

STRATEGIES

The strategy the GTG adopts will flow directly from its purpose, TOR and membership. A strong strategy is results-based and builds on the GTG's analysis of its internal strengths and weaknesses, external challenges and opportunities for promoting gender equality and women's rights. The timeframe and elements of the strategy document should complement the CCA/UNDAF and other national coordination processes for the UN system, such as the MDGs and PRSPs.

As such, the strategy probably covers a period of 3-5 years, and is to be reviewed and revised annually.

Box 3-7: Some Ideas for Devising the Work Plan

- ↪ Have a GTG strategic planning retreat. If no one in the group has coordinated strategic planning previously, contract a facilitator with strategic planning experience to assist the group to develop a strategy and work plan that responds to the purpose.
- ↪ Involve all members of the group in strategic planning. Ensure that there is shared buy-in.
- ↪ Involve heads of agencies from the UNCT.
- ↪ Ask the Resident Coordinator to organize a session to share the strategy and work plan with the entire UNCT and gain their interest and endorsement.
- ↪ Make your strategy and work plan results-based and linked to the results matrix for the CCA/UNDAF.

WORK PLANS

While the strategy will cover a multi-year period, the work plan is annual. Like the strategy, a strong work plan needs the buy-in of the Resident Coordinator and all of the heads of agencies. In devising such a work plan, the GTG needs to take into account:

- ↪ The national government's strategy and capacity needs for gender equality.
- ↪ The CCA/UNDAF results matrix (<http://www.undg.org/content.cfm?id=836>), and how the work plan feeds into it.
- ↪ The interests, needs and capacities of the UNCT vis-à-vis gender equality.
- ↪ The capacities in the GTG and how these will enable the work plan to be accomplished.

The UNCT may have a specific format for work planning. If not, UNDG recommends an annual work plan format that may serve the purposes of the GTG as well.³⁵

A sample work plan from Turkey illustrates the scope of work of the GTG (Table 3-3). Keeping a strong and clear focus on specific strategic measures for change is an important way the GTG can avoid being side-tracked and having energy diffused into multiple important challenges.

³⁵ The UNDG annual work plan format was developed to assist UN agencies in preparing a work plan every year, on the basis of intended results, strategies, budgets and implementing partners identified in the agency's Country Programme Action Plan reflecting achievements of and lessons learned from the preceding year. It sets out interventions organized around outcomes, outputs and/or implementing partners (for example, in the form of projects). The template can be found at <http://www.undg.org/content.cfm?id=834>.

Table 3-3: Work Plan Example - UNCT Gender Mainstreaming Monitoring Group in Turkey

<i>2001-2002 WORKPLAN - ACTION</i>	<i>RESPONSIBLE AGENCY</i>	<i>DATE</i>
1. Establish the Gender Mainstreaming Monitoring Group (GMMG).	UNCT	UNCT Retreat 6-7 September 2001
2. Finalize GMMG TOR /work plan.	UNDP, UNICEF, IOM, UNHCR, ILO	29 October 2001
3. Convene first GMMG meeting for the adoption of GMMG/TOR and the work plan. Prepare and review UNCT/GM matrix.	UNDP	December 2001 onward
4. Identify non-UNCT members of the GMMG in consultation with national partners.	GMMG	First meeting of the GMMG
5. Review and support the update of gender equality indicators in cooperation with the UNCT, national experts and UN/CCA database consultants.	UNDP/GMMG	December 2001
6. Participate regularly in all relevant UN system Inter-Agency Group Meetings.	UNDP/GMMG	March 2002
7. Support UNCT's GM training and GM awareness building activities in consultation with national agencies and other national and international training institutions.	GMMG	October 2001 onwards
8. Support at least one GM training for the UNCT in Turkey in 2002.	GMMG	15 December 2001 onwards
9. Establish regular contacts with the national gender machinery in Turkey and all related gender policy related agencies.	GMMG	May-September 2002
10. Promote the UN Millennium Development Goals (MDGs) and the UNDAF/Turkey objectives in connection with the national goals on gender equality and gender mainstreaming in line with the principles of CEDAW, the PFA and Turkey's Plan of Action for Gender Equality (NAPG).	GMMG	January 2002 onwards
11. Other tasks as appropriate.	GMMG	8 March 2002 and other related UN occasions

REPORTING

Main elements of strategy and work planning also serve as elements for reporting. The UNDG has developed guidelines for Standard Progress Reporting (<http://www.undg.org/content.cfm?id=778>). Based on the review of various agencies' experiences, the overall objective of standardized reporting is based on results-based management and aims at greater accountability and accurate and timely feedback.

In addition to internal reports amongst members, GTGs are encouraged to ensure that they produce a high quality, results-oriented annual report for the Resident Coordinator, one that can be highlighted in the RC annual report.

Existing guidelines on the RC annual report call for the preparation of a results table indicating achievements of specific UN coordination objectives, i.e., improved support to national efforts to achieve the MDGs, improved country level coordination, increasing efficient and cost-effective coordination and strengthened coordination capacity of the UNCT. Under the first objective, for example, reporting is to be done on operational support to achieving the MDGs and strategic UNDAF outcomes, including gender equality. See <http://www.undg.org/content.cfm?id=1263> for latest version of the guidelines.

As an example, Table 3-4 demonstrates the approach to reporting by the GTG in India. It offers a matrix-report style that allows the reader to see, very quickly, the areas that the GTG is prioritizing. Since the work of the GTGs involves participation in the CCA and UNDAF processes, GTGs should also pay attention to Part 4 (Monitoring and Evaluation) of the 'United Nations Common Country Assessment and United Nations Development Assistance Framework: Guidelines for UN Country Teams preparing a CCA and UNDAF in 2004'. See http://www.undg.org/documents/4874-CCA_UNDAF_Guidelines_English_-_CCA-UNDAF_Guidelines_2004.doc. Under these guidelines, the UNCT needs to formulate a Monitoring and Evaluation (M&E) plan, consisting of three elements:

1. The M&E narrative in the UNDAF document describes coordination mechanisms, responsibilities (e.g. theme groups) and responsibilities for M&E tasks and efforts to strengthen national M&E capacities.
2. The M&E framework is similar to a logframe that lists for each UNDAF outcome, indicators and baselines, sources of verification and risks and assumptions.
3. The M&E Programme Cycle Calendar schedules key M&E activities (e.g. surveys, review and evaluation) and states how outcome achievements will be measured, how information will be used and by whom.

The GTGs are encouraged to participate in the formulation of the UNDAF M&E plan and in its implementation, ensuring that gender considerations are adequately incorporated in major M&E activities.

Table 3-4: Results of UN Coordination 2003, Example of Use of Reporting Framework (India)

For illustrative purposes only; do not complete or copy, by instruction of originators.

Coordination Objectives	Expected results (as stated in previous work plan)	Actual results achieved	Coordination mechanisms and programme modalities	Expenditures (US \$)					
				SRC and UNCCF		Other			
				Allotment	Expenditures	Undisbursed ³⁶ commitments	UN agencies	Government	Donors
Coordination Objective: Improved support to national efforts to achieve the MDGs									
Joint advocacy, communications and campaigning	<ul style="list-style-type: none"> • Create a platform for discussion • Information sharing • Suggestion of some ways in which the findings can be taken forward. 	<ul style="list-style-type: none"> • Two studies on Women's Access to Credit and Rural Micro finance in India' and 'Women's role and contribution to forest based livelihoods' launched in February 2003. • Completed the study on Women's Contribution to Economic Activities in Haryana. This study was conducted by Social Economic Research, Delhi (NGO). <u>Yet to be undertaken.</u> Launch of the report. 	<p>Lead agencies coordinated the joint initiatives with active participation from member agencies.</p> <p>UNDP and UNESCO were the lead agencies.</p> <p>Members of the sex-disaggregated data sub-group of the UN IAWG Gender and Development were responsible, with UNESCO and UNDP leading this initiative and UNICEF, UNIFEM, UNFPA, World Bank, WHO and ILO participating.</p>		Utilised: 94.81 US\$ - RC budget		UNDP SPPD funds.		

³⁶ Please provide DGO separately with details on type of commitment, date of signature of contract or P.O. and date(s) when payment(s) will have to be made.

6. GTG Reference Manuals and Briefing Kits

While GTGs will have different priorities, memberships and structures, feedback from different groups indicates that successful ones have basic documentation in both electronic and print versions to guide their work and assist with orientation of new members. Basic documentation includes a *reference manual*, a *briefing kit* and a *list of contacts/resources*.

- Box 3-8: Suggested Components of a Reference Manual***
- ☞ GTG purpose/mission.
 - ☞ TOR for the coordinating, inter-agency body in the country/UNCT context.
 - ☞ Roles and responsibilities for key functions.
 - ☞ Membership profile - names, organizations and contact numbers of each member.
 - ☞ Gender equality policies of all member organizations.
 - ☞ Minutes of meetings, in order by date with the most recent at the front.
 - ☞ UNCT CCA/UNDAF.
 - ☞ National PRSP.
 - ☞ MDG report.
 - ☞ GTG briefing kit.
 - ☞ GTG strategy and work plan - most current on top, earlier versions for reference.

The *GTG reference manual* holds all reference information relating to the GTG, collected in one place and over time. It serves as a repository, an institutional memory and an orientation manual for new members. It contains background information on the GTG, such as an up-to-date list of all of the members, the gender equality policies of member agencies, references to gender training approaches and materials used by the GTG, and a current copy of the briefing kit, the strategy, the TOR and the work plan.

The *GTG briefing kit* contains the information about gender equality programming in the country that the GTG considers essential. It is a flexible advocacy tool that can be distributed to other theme

groups or visitors as a means of providing a quick overview of the status of women. It needs to be formatted for accessibility with the target audience in mind, and may use graphics and simple text. To be optimally useful, the briefing kit contents can include one-page summaries of gender equality considerations at the country level, including: national plan of action for gender equality; analyses that the group has undertaken on different aspects of gender equality for CCA/UNDAF or MDG exercises; latest CEDAW report and concluding comments of the CEDAW Committee; etc. Lessons from experience also add value to a briefing kit.

A comprehensive template and example for a standard gender mainstreaming briefing kit, prepared with the intent of support to inter-agency work through the UNCT, is available on the UNDP Viet Nam website.³⁷ As recommended for GTG organizing mechanisms, both electronic, web-based and printable documents are available on the site. Links to more on gender mainstreaming are in the Annex to this Guide.

³⁷ <http://www.undp.org.vn/undp/docs/2000/gbk/>. This model was prepared by Suzette Mitchell, the Gender Specialist placed in UNDP Viet Nam in support of a collaboration between UNV, UNDP and UNIFEM.

Box 3-9: Gender Briefing Kit: Ha Noi December 2000

- ↵ Foreword.
- ↵ Overview of Gender and Women in Viet Nam.
- ↵ Gender Relations in the Past.
- ↵ Chronology of Events Relating to Gender Equality and Women
- ↵ National Machinery for Women.
- ↵ National Plan of Action for the Advancement of Women by the Year 2000.
- ↵ Gender Issues in Employment and Economic Situation of Women.
- ↵ Gender in Agriculture and Rural Development.
- ↵ Gender Issues in Education.
- ↵ Women's Health.
- ↵ Women in Leadership and Decision-making.
- ↵ Gender Issues in Ethnic Minority Cultures.
- ↵ National Organizations working in Gender and Women's Issues.
- ↵ International Agencies Working in Gender and Women Issues in Viet Nam.
- ↵ NGOs Involved in Gender and Women's Activities.
- ↵ Gender Terminology.

Finally, having an on-hand and current database of contacts and resources is critical. Worksheet 3-1 identifies the kinds of background information and resources that GTGs have found most useful to prepare for their own reference and which serve a multiplicity of coordination initiatives.

Worksheet 3-1: Information on Contacts and Resources for GTGs to Have Ready

Type	Reference Information for GTGs to Have Ready	
Contact lists / databases of expertise	<ul style="list-style-type: none"> • List of all government focal points/contacts on gender equality, including all of the substantive staff members of the national machinery for women and sectoral contacts. 	
	<ul style="list-style-type: none"> • List of the key women's groups and civil society organizations (CSOs), including in academia, that advocate for gender equality and women's rights and that provide services to low-income women. 	
	<ul style="list-style-type: none"> • List of gender experts in other agencies, including bi-lateral donors, international NGOs and regional organizations of the UN and other development organizations. 	
	<ul style="list-style-type: none"> • Lists of gender experts/consultants that can support different technical aspects of coordination processes (e.g. people with expertise on the gender dimensions of economic policy-making, gender-responsive budgeting, HIV/AIDS, environment, health, etc.). 	
	<ul style="list-style-type: none"> • List of Special Rapporteurs and key contacts for UN treaty processes who have visited the country and provided inputs relevant to gender equality/mainstreaming. 	

Type	Reference Information for GTGs to Have Ready	
National, regional and UN policies and commitments on gender equality	<ul style="list-style-type: none"> National commitments to gender equality, including: national plans of action on gender equality or women's advancement (e.g. plans devised by government as follow up to the Beijing Conference); national plans of action to end violence against women and other planning tools; CEDAW reports by government, shadow reports produced by NGOs and concluding comments of the CEDAW Committee; and government commitments and statements related to gender equality from other documents. 	
	<ul style="list-style-type: none"> Regional plans of action or commitments to gender equality (e.g. the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women 'Convention of Belém Do Pará'). Regional organizations often have gender equality policies and plans that speak to national level commitments. 	
	<ul style="list-style-type: none"> The most current gender equality plans and policies of each UN organization represented on the UN Country Team. Also have: the full documents of the Beijing Platform for Action and the documents resulting from its 5 and (in 2005) 10-year reviews; CEDAW; and Security Council Resolution 1325. Finally, the agreements or recommendations from each year's UN Commission on the Status of Women might also be useful. 	
Data and analysis	<ul style="list-style-type: none"> Most recent data produced by government, international organizations or others on women's situation; sex-disaggregated data for as many key issues as possible. Also a complementary analysis of gaps in data on gender equality. 	
	<ul style="list-style-type: none"> Background research, if it exists, on the extent to which gender discrimination has been removed from and addressed in the country's laws and policies. 	
	<ul style="list-style-type: none"> Gender-specific risk assessments, with conclusions from risk and conflict analysis with gender dimensions. 	
	<ul style="list-style-type: none"> A database of good practices from the country and region that can be highlighted as examples for scaling up or replication. 	
	<ul style="list-style-type: none"> Up-to-date articles, opinion pieces and interviews that can be quoted that relate to the situation of women and girls in the country or region; examples of press releases. 	

7. Resource Mobilization

In a number of countries, GTGs have been able to mobilize resources for specific initiatives. With increasing donor interest in harmonization and joint programming, theme groups that develop programmes that bring the entire UN system together to work on a gender equality initiative should have a good chance of securing funds.

To expand knowledge within the GTG of possible sources of donor support for joint programmes, GTGs are encouraged to consult with the individuals in different UN organizations (especially UNDP, UNICEF and UNFPA) in the country who are responsible for resource mobilization. Additionally, some additional ideas for sources of support:

1. The United Nations Foundation (UNF) has been a strong supporter of inter-agency programming at the country level. Check with the United Nations Fund for International Programmes (partner@unfoundation.org) to learn about how to apply. For more information about their current priorities, visit: <http://www.unfoundation.org/programs/index.asp>

2. The Japanese Human Security Fund, likewise, has placed a strong emphasis on supporting joint UN programming. The Fund supports projects that address various threats to human lives, livelihoods and dignity currently facing the international community, including poverty, environmental degradation, conflicts, landmines, refugee problems, illicit drugs and infectious diseases such as HIV/AIDS. Make contact with the Fund through the Japanese Embassy in your country, and also directly with the Fund in New York. For more information, visit: http://www.mofa.go.jp/policy/human_secu/t_fund21/fund.html

Box 3-10: UN-System Programme

In Mozambique, UNFPA led the inter-agency thematic group on gender and, with UNIFEM, developed a UN-system programme to implement the Beijing Platform for Action (BPA) at the local level and secured \$512,000 from UNF. The project's objectives were a) to create the necessary conducive environment for implementing the BPA by strengthening gender mainstreaming in policies, programmes and projects in Zambezia province, and b) to build the technical and institutional capacity of government and NGO partners to integrate gender analysis in project activities and sectoral provincial action plans. In the long term, the project would contribute to gender equity and equality and the equal participation of Mozambican women in the social, economic and political development of their country through the implementation of the BPA.

3. Many of the embassies of donor countries have small, flexible funds for specific activities and some even have special funds designated for gender equality activities.

Box 3-11: Donor Funds

In Zimbabwe, UNIFEM secured US\$ 56,473 from the Government of the Kingdom of the Netherlands to support a Gender Forum (GF), an association of gender and development actors in Zimbabwe. The GF draws its membership from UN agencies, bilateral donor agencies, civil society organizations, Government and the private sector. It provided a platform for coordination of activities and a sharing of information amongst GF members and has emerged as one of the most successful networks for sharing and disseminating information in Zimbabwe, as well as for mobilizing various organisations and individuals around gender issues. The GF addressed gender-based violence, and successfully lobbied the Government for an Additional Protocol of the African Charter on Human and People's Rights on Women's Rights.

The advantage of these is that there is a relatively easy application process and the funds are available very quickly.

4. Finally, there are often funds within the UN system that theme groups can access. The Resident Coordinator has a Support to the Resident Coordinator (SRC) Fund. SRC funds are intended to strengthen country level coordination; maximize the efficiency and effectiveness of the United Nations system response to national development objectives and

reduce administrative expenditures at the country level. Each SRC-funded activity acts as a catalyst for the development and strengthening of country coordination Initiatives³⁸. Other GTGs have, for instance, been able to mobilize UNAIDS Programme Acceleration Funds (PAF) support for work on the gender dimensions of HIV/AIDS.

8. Substantive Activities of GTGs

The UNIFEM/UNDP gender scan and other reports demonstrate that GTGs vary widely in their activities. Three areas of activity seem particularly valued and core to many groups:

- ↪ Capacity building of UNCTs in gender equality and gender mainstreaming.
- ↪ Building communities of practice around specific gender equality themes.
- ↪ Coordinating advocacy activities on key dates.

³⁸ UNDP. 2003. Programming Manual - Chapter 9. "Programme Support to the Resident Coordinator." http://www.undg.org/documents/1395-UNDP_Programming_Manual_Guidelines_on_SRC_Funds_-_UNDP_Programming_Manual_.pdf

Capacity Building

GTGs often engage in capacity building in gender analysis and gender equality from different perspectives and purposes, including:

- ↳ Capacity building of skills and approaches of GTG members in the policies and practices of gender mainstreaming, gender analysis and other gender equality-related competencies.
- ↳ Capacity building for UNCT members - from heads of agencies to other programme staff - to build their awareness and responsiveness to mainstreaming gender in all programmes and policies.
- ↳ Capacity building for national partners, especially staff of key partner ministries.

Capacity building strategies also vary in terms of their periodicity. Some GTGs organize one-time capacity building sessions. Others do these regularly, establishing

clear measurements for the skills and competencies they are aiming to develop.

Prior to organizing any capacity building approach, a needs assessment is recommended. While this does not have to be intensive in terms of time or labour, involving intended participants in some self-assessment of capacity gaps and needs is important for accuracy, legitimacy and buy-in. Findings from a needs assessment inform (a) decisions about design of specific priority events and (b) a longer-term strategy for systematic capacity development on gender equality.

The links in the Annex to this Guide lead GTGs to many resources. There is no shortage of manuals, approaches and background documentation on capacity building in gender analysis and gender mainstreaming. Most of the UN organizations and bi-lateral donors - as well as national governments and NGOs - have engaged in this, and approaches are well documented.

Finally, assessing the impact and change that result from capacity building - and providing monitoring information back to the UNCT on overall performance on

Box 3-12: Gender Audits

A gender audit is a review of programmes and procedures to see how they measure up against a set of criteria based on gender sensitivity and indicators of integration of gender equality. In the case of a GTG, a gender audit could be linked to the gender indicators in the CCA/UNDAF, PRSPs and MDG reports.

Gender audit processes address the technical aspects of gender mainstreaming capacity. They are less able to address the political and strategic nature of change in a specific organization, although they can open the door to do so.

A full gender equality audit may be useful to consider when (a) full capacity support has been provided beforehand, (b) units being audited are full partners in the process and (c) the timing fits with wider processes such as key points in the CCA/UNDAF cycle, the MDGR or NHDR process, or internally through the project cycle. UNICEF Bangladesh, for example, with the assistance of the Gender and Development Unit team from the policy support unit, conducted a gender mainstreaming audit, linked with a workshop, to feed into the regular programme medium-term review process. Strategic use of an audit instrument raises awareness about gender equality in UN coordination and can increase the likelihood of integration of women's and girls' human rights and gender equality in revisions before a programme cycle is over.

gender equality - is also a key activity for GTGs. A gender audit (see Box 3-12) is one approach used by many and is very well documented by the International Labour Organization (ILO): (www.ilo.org/public/english/bureau/gender/newsite2002/about/audit.htm).

Communities of Practice

Making the knowledge and experience of people involved in the GTG visible and accessible to each other and to the broader UNCT are key added values of inter-agency working groups. A recent trend in some agencies such as UNDP and UNFPA, and the World Bank has been to move beyond informal information sharing to build 'communities of practice' that can regularly and reliably provide advice and knowledge based on experience with specific themes. Many of them have used the Internet as a way of facilitating this. There are a number of such communities of practices on gender-related themes already operating within and across UN organizations that GTG members can participate in. Examples include the UN Inter-Agency Network on Women and Gender Equality (IANWGE at www.un.org/womenwatch/ianwge/), GenderNet (to subscribe to the Gender Equality network, send an email to isabella@surf.undp.org.tt) and the Gender-Responsive Budget Initiatives (GRBI at www.gender.budget.org).

GTGs can start their own community of practice for the country or region. One example of GTGs operating as communities of practice is India, with growing expertise and shared knowledge around sex disaggregated data and statistics as illustrated in Box 3-13.

Box 3-13: Role and Purpose Brought to Life in Results through Joint Programming and Advocacy

India: Information on Joint Programming and Advocacy: Some Examples of Positive Results Achieved

The Inter-Agency Working Group (IAWG) on Gender and Development in India defines its purpose as spearheading coordinated support on gender equality at the country level, particularly through mainstreaming gender into key government planning processes. It existed before inter-agency thematic groups were identified as a core mechanism of UN reform and comprises 17 UN agencies. The IAWG plays a key role, since gender equality is one of the two cross-cutting goals that the UNDAF has committed all UN organizations to work on collectively. In order to attain effective results, the group divided into three core sub-groups, each focusing on a particular issue. The achievements of the three sub-groups based on their working themes have been presented below.

Engendering the 2001 Census

In order to engender the 2001 Census, the IAWG on Gender assisted the Registrar General's office by providing financial as well as technical support for the exercise. Some of the initiatives were:

- ↳ Formation of a Technical Committee, which consisted of UNFPA and UNIFEM, to review the household schedule in the light of women's work participation.
- ↳ Development of a strategy to sensitize enumerators at the grass roots to improve the quality of data on the activities of women and girl children. This included the appointment of 250 Census Advisors, who received training that enabled them to train enumerators.
- ↳ Creating public awareness to elicit response to the census exercise, especially on women's work.
- ↳ Monitoring field visits were conducted during the training of the enumerators/supervisors and in the time of the actual data collection in three states, namely, West Bengal, Madhya Pradesh and Rajasthan by representatives from UNICEF and UNIFEM.
- ↳ The post Census 2001 study on 'Generating Accurate Data on Women Workers in India: Pitfalls and Prospects' was supported. The research was undertaken by the Society for Applied Research in Humanities.

The outcome of the Provisional Census Report, with a note on gender equality in its introductory chapter, and the gender-sensitive statements from RGI's office signify that the effort of the group yielded success. The capturing of the female workforce participation rate (FWPR) witnessed an unprecedented increase in this round of the census: from 22.3 per cent in 1991 to 25.7 per cent in 2001. In particular a more than a three-fold increase in the FWPR was recorded in some states like Punjab and Haryana in northern India, states in which the recording of FWPR has been unusually low in all previous years.

Engendering the Tenth Five Year Plan

- ↳ The UN Position Paper on the Approach to Gender Equality in the Tenth Five Year Plan (TFYP) was submitted to the Planning Commission by the RC on behalf of the Group.
- ↳ Awareness about the gender dimensions of the TFYP was initiated by undertaking a study that analysed the gender gaps and positive attributes of the Plan. The study is the base document, which the IAWG used to have further discussions.

Increasing availability and use of sex-disaggregated data

- ↳ Two studies were undertaken by the IAWG on (i) Data on women's role and contribution to forest based livelihoods and (ii) Issues regarding women's access to credit and rural micro finance. They undertook a desk review to assess the availability and generation of data at the state and district levels. This exercise was completed and presented to representatives from the Department of Women and Child Development and members of the Planning Commission and other relevant departments of the Ministry.

Advocacy on Key Dates

The GTG is in a position to play a major advocacy role around internationally recognized days. Planning for these events best begins about three months ahead of time with the support and involvement of the RC and other heads of agencies. Such dates include:

- ↵ 8 March ⇒ International Women's Day.³⁹
- ↵ 25 November ⇒ International Day for the Elimination of Violence against Women.
- ↵ 25 November-10 December ⇒ 16 Days of Activism to End Violence against Women.

It is also useful to mainstream gender equality priorities and perspectives into other UN celebrations or commemorations, including:

- ↵ 6 November ⇒ International Day for Preventing the Exploitation of the Environment in War and Armed Conflict
- ↵ 17 October ⇒ International Day for the Eradication of Poverty
- ↵ 1 December ⇒ World AIDS Day
- ↵ 10 December ⇒ Human Rights Day

9. Conclusion

The UNDG continues to produce guidance in support of stronger coordination toward a more simplified and effective UN presence at the country level. For GTGs to be effective, it is imperative that they stay apprised of these guidelines and align their own focus and activities accordingly.

Finally, building stronger linkages between GTGs within and across regions is key to sharing knowledge and promising practices. We hope that GTGs will continue to submit information about their challenges, successes and strategies to this taskforce so that information-sharing can continue.

Best of luck!

³⁹ See the archives of the UNDP Gender Equality network for consolidated summaries of country level input on activities associated with International Women's Day and coordinated activities associated with women's equality, with examples of collaborative activity from many different countries. The e-mail address of the network facilitator is: isabella@surf.undp.org.tt.

ANNEX
ADDITIONAL
RESOURCES

1. References and Links Supporting Chapter 1

UN SYSTEM INTER-AGENCY NETWORK ON WOMEN AND GENDER EQUALITY (IANWGE)

IANWGE Report, Report of the Second Session of the Network, 28 March 2003:
<http://www.un.org/womenwatch/ianwge/annualmeetings/2003/ianwge2003report.pdf>

Site for Directory of UN Services, gender-related:
<http://www.un.org/womenwatch/asp/user/list.asp?ParentID=7009>

Website of the IANWGE: <http://www.un.org/womenwatch/ianwge/>

WomenWatch site, key multi-agency initiative with a directory of UN resources relating to women and gender equality: <http://www.un.org/womenwatch/>

UN AGENCY WEB-PAGES SPECIFIC TO WOMEN AND GENDER EQUALITY

Division for the Advancement of Women (DAW), Department of Economic and Social Affairs:
<http://www.un.org/womenwatch/daw/>

UNDP Gender Publications page: <http://www.undp.org/gender/docs/publication-transforming-the-mainstream.pdf>. *Internal UNDP Colleagues also see GenderNet, knowledge network on gender equality.*

UNFPA Promoting Gender Equality page: <http://www.unfpa.org/gender/index.htm> Gender Publications page:
http://www.unfpa.org/publications/index.cfm?filterListType=1&filterSortBy=1&filterID_Key_Issue=5

UNICEF Gender Equality page: <http://www.unicef.org/gender/index.html>

UNIFEM website (also links to UNIFEM regional websites): <http://www.unifem.org/>

GENDER –EQUALITY-RELATED INFORMATION FROM OTHER AGENCIES

GenderNet of the World Bank: www.worldbank.org/gender/know

Institute of Development Studies, University of Sussex, BRIDGE site, supporting mainstreaming with strong research, range of information/reports: <http://www.bridge.ids.ac.uk/>

2. References and Links Supporting Chapter 2

INTRODUCTION TO COORDINATION MECHANISMS

For Least Developed Countries, this UN website includes information on linkages between CCA/ UNDAF/PRSPs: http://www.un.org/special-rep/ohrls/ohrls/cca_undaf_prsp.htm

UN Development Group. The key resource for all coordination issues, guidelines etc: <http://www.undg.org> Specific site for **guidelines and guidance notes** from UNDG: <http://www.undg.org/content.cfm?id=314>

UN System Country Level Coordination. Site provides an update, with links to country coordination, by the Open-ended ad hoc Working Group of the General Assembly on integrated and coordinated implementation of and follow up to the outcomes of the major UN conferences and summits in the economics and social fields:
<http://www.un.org/esa/coordination/ecosoc/wgga/Home1.htm>

UN Poverty Theme Group. Meeting minutes of this newer inter-agency group, from January 2004 (provides names of agency contacts):

<http://www.un-az.org/undp/mdg/UNPOVERTYTHEMEGROUP1.doc>

Update on Reform, Simplification and Harmonization. Presentation to UNDG Regional Directors, 10 January 2003: <http://www.un.mr/publications/S+H%20for%20RDs,%20January%202003.pdf>

CCA/UNDAF

CCA Introduction - *What in the World is a CCA?*

http://www.un.org.np/res_cor/un_reform/cca/overview_cca.htm

CCA/UNDAF Guidelines. The core document guiding the process, updated in 2004. Essential reading: <http://www.undg.org>

Checklist for CCA/UNDAF (from guidelines, same checklist as in this chapter):

<http://www.undg.org/documents/1662->

[CCA_UNDAF quality checklist for UNCT use only - English.doc](http://www.undg.org/documents/1662-CCA_UNDAF_quality_checklist_for_UNCT_use_only_-_English.doc)

Quality Assurance Checklist for CCA (from guidelines, similar checklist to that in this chapter):

http://www.undg.org/documents/1985-CCA_Quality_Checklist_UNDG_January_2003_-_CCA_Quality_Checklist_UN.doc

Quality Support and Assurance System for the CCA and UNDAF Processes and Products, 27 January 2003:

<http://www.undg.org/documents/1763->

[Quality Support and Assurance System for CCA and UNDAF Processes and Products.doc](http://www.undg.org/documents/1763-Quality_Support_and_Assurance_System_for_CCA_and_UNDAF_Processes_and_Products.doc)

UNDAF Guidelines, 1999: <http://rescoor.undp.org.tt/INITIATIVES/English-UNDAF.pdf>

MDGs

All background documents and guidelines for each aspect of the MDG process at country level:

<http://www.undg.org/content.cfm?id=538>

All currently available MDG Reports (in late 2004, 69 reports had been completed):

<http://www.undp.org/mdg/countryreports.html>

Country Reporting on the Millennium Development Goals (2nd MDG Guidance Note), UNDG, 2003: <http://www.2015.dk/doc/UNDG%20Guidance%20Note%20on%20MDGRs%20final%20October.pdf>

Fariz, G. BDP/SURF-AS, UNDP, 2002. **The Millennium Development Goals Report: A Suggested Step-by-Step Preparation Plan:** www.undg.org/documents

MDG Background and Guidelines. Available at UNDG website:

<http://www.undg.org/content.cfm?id=3>

MDGs from UNDP Perspective, as Score-keeper: <http://www.undp.org/mdg/>

MDGs - The World Bank Group: <http://www.developmentgoals.org/>

MDGs and the UNDP Role:

http://www.ecdc.net.cn/newindex/english/page/sitemap/focus/undp_2002ar/2.htm

OECD website on the Millennium Development Goals and Development Cooperation:

http://www.oecd.org/department/0,2688,en_2649_34585_1_1_1_1_1,00.html

UNIFEM, GTZ and German Federal Ministry for Economic Cooperation and Development. 'Pathway to Gender Equality'. UNIFEM, New York, 2004. <http://www.unifem.org>

UN Information and Communication Technologies Task Force MDGs page:
<http://www.unicttaskforce.org/mdg/mdgs.html>

UN Millennium Goals Site. All documentation: <http://www.un.org/millenniumgoals/>

UN Statistics Division site on the MDGs: http://millenniumindicators.un.org/unsd/mi/mi_goals.asp

Website for The Millennium Project, Comprehensive MDG site with multiple links to other sites:
<http://www.unmillenniumproject.org/html/links.shtm>

GENDER EQUALITY AND THE MDGs

ADB Review. Gender and the MDGs. Caren Grown, Poverty Reduction and Economic Growth Team, International Centre for Research on Poverty:
http://www.adb.org/Documents/Periodicals/ADB_Review/2004/vol36_1/gender_mdgs.asp

Gender Equality and the MDGs. This website is managed by UNIFEM as part of an inter-agency effort of the OECD/DAC Network on Gender Equality, the Inter-Agency Network on Women and Gender Equality and the Multilateral Development Bank Working Group on Gender. Includes resources produced by various agencies: <http://www.mdgender.net/goals/>

The Millennium Project. Task Force 3 Report. From Promises to Action: Recommendations for Gender Equality and the Empowerment of Women. 2004.
<http://www.unmillenniumproject.org/html/tf3docs.shtm>

UNDP. 'Country Reporting on MDGs. Second Guidance Note', October 2003:
www.undg.org/documents

UNIFEM. *Progress of the World's Women 2002. Special Issue on Gender and the MDGs:*
http://www.unifem.org/index.php?f_page_pid=10Special

Women's International Coalition for Economic Justice (WICEJ). 2004. Seeking Accountability on Women's Human Rights: Women Debate the Millennium Development Goals.
<http://www.wicej.addr.com/mdg/index.html>

PRSPs

Engendering the PRSP process in CIS-7 countries:
http://www.worldbank.org/wbi/attackingpoverty/events/Kazakhstan_1103/PresentEng3GenderIssuesintheCIS-7countries%C6Febres.pdf

Gender and the PRSPs: A Stocktaking. An evaluation of PRSPs in relation to gender equality. Includes an annex with good practices:
http://www.gtz.de/forum_armut/download/bibliothek/GenderPRSP.PDF

Joint UNDP/WB Letter. Relationship between MDGs and PRSPs. UNDG. 2003. An Assessment of The Role and Experiences of UN Agencies In Poverty Reduction Strategy Papers.
http://www.undg.org/documents/2784-An_Assessment_of_the_Role_and_Experience_of_UN_agencies_in_the_PRSP_-_PRSP_assessment.doc

PRSPs and Gender Equality. Zuckerman, E. and A. Garrett, *Do Poverty Reduction Strategy Papers Address Gender Issues? A Gender Audit of 2002 PRSPs.* Gender Action. Washington DC, 2002: <http://www.charityadvantage.com/genderaction/HomePage.asp>

South Africa Regional Poverty Network posts the Zuckerman and Garrett paper, and has multiple other resources relating to gender and economic development in that regional context:
<http://www.sarpn.org.za/rpp/gender.php?id=22>

UNDG. 'Guidance Note to United Nations Country Teams on the PRSP', 8 November 2001:
http://www.undp.org/policy/docs/UNDG_UNCT_PRSP.pdf

The UNDG Working Group on Poverty Reduction Strategies and PRSPs, chaired by the ILO:
<http://www.ilo.org/public/english/bureau/exrel/partners/prsp/prsp-undg.htm>

The World Bank Site: An overview of poverty reduction strategies, including links to staff evaluation of PRSPs and how the process is learning from experience:
<http://www.worldbank.org/poverty/strategies/overview.htm>

EXAMPLES OF REGIONAL RESOURCES: MINIMAL RESEARCH ON THE INTERNET AND FROM SITES PROVIDED BY SURVEY RESPONDENTS

United Nations Economic Commission for Europe, statistical on-line database, example of what's available to serve as source/research material and bench-marking against other data:
<http://www.unece.org/stats/data.htm>

UNDP Regional Bureau for Europe and the CIS (RBEC) Virtual Gender Library:
<http://gender.undp.sk/index.cfm?module=genderlibrary&page=links&linksType=Networks>

HUMAN RIGHTS

UN Programme of Reform: <http://www.un.org/reform/>

Statement of Common Understanding of the HRBA. InterAgency Workshop on a Human Rights-Based Approach, 3-5 May 2003: http://www.undg.org/documents/4128-Human_Rights_Workshop_Stamford_Final_Report.doc

A Human Rights Based Review of UNDP Programme, 2002. Nadia Hijab for HURIST. With guidelines to help implement the recommendations of the May 2003 recommendations and Common Understanding of HRBA:
<http://www.undp.org/governance/docshurist/021001Report%20on%20Assignment.doc>

The United Nations System and Human Rights: Guidelines and Information for the Resident Coordinator System, 2000.
http://www.undg.org/documents/1-the_UN_System_and_Human_Rights_Guidelines_and_Information_for_the_Resident_Coordinator_System_-_The_UN_System_and_Human_R.pdf

UNDP HURIST. Human Rights Programme site: <http://www.undp.org/governance/hurist.htm>

WOMEN'S HUMAN RIGHTS, SPECIFICALLY

CEDAW: <http://www.un.org/womenwatch/daw/cedaw/conven.htm>

DAW website contains reporting schedules and official documents such as state party reports to and concluding comments from the CEDAW Committee, which often provide strategic development direction:
<http://www.un.org/womenwatch/daw/cedaw/index.html>

For The Record, a Canadian website, gives a quick overview of both the UN and European Human Rights Systems including on women's human rights through annual country-by-country summaries in English, French and Spanish of all reports and concluding comments of all treaty bodies, including CEDAW, and all of the work of Special Rapporteurs, with links to official documents: <http://www.hri.ca/fortherecord2003/forchoice.html>

The International Women's Rights Action Watch (IWRAP) website gives good, accessible background on CEDAW, including the reporting process: <http://www.iwraw-ap.org>

CONNECTING WITH CIVIL SOCIETY IN ADVOCACY ON WOMEN'S RIGHTS AND GENDER EQUALITY

Women and Gender Issues site details connections to sites and partners from a CSO perspective: http://www.un.org/partners/civil_society/m-women.shtml

COORDINATION CAPABILITY

The UNDP Human Development Report (HDR) Toolkit provides valuable information on the coordination, consultative and policy influence processes. Relevant for all areas of inter-agency activity: <http://hdr.undp.org/nhdr/toolkit/default.html>

GENDER ECONOMICS

UNIFEM. *State of the World's Women 2000*. Special Issue on Gender Economics.

Course Readings for Gender, Macro and International Economics University of Massachusetts, April 2003:

<http://www-unix.oit.umass.edu/~gepstein/econ797/updates/Week%20VII%20Gender/genderupdate.html>

GENDER BUDGETING

Resources

Alexander, P. and S. Baden. *Glossary on Macroeconomics from a Gender Perspective*. BRIDGE, Institute of Development Studies, University of Sussex. Brighton, UK, 2000.

<http://www.ids.ac.uk/bridge>

Barnett, K. and C. Grown. *Gender Impacts of Government Revenue Collection: The case of taxation*. Commonwealth Secretariat, 2003.

Beck, Tony. *Using Gender-Sensitive Indicators*. Commonwealth Secretariat, London, 1999.

http://www.thecommonwealth.org/shared_asp_files/uploadedfiles/%7BD30AA2D0-B43E-405A-B2F0-BD270BCEFBA3%7D_ugsi_ref.pdf

BRIDGE. *Cutting Edge Pack: Gender and Budgets*. BRIDGE, Institute of Development Studies, University of Sussex. Brighton, UK, 2003.

Buddlender D. and G. Hewitt. *Engendering Budgets: A practitioner's Guide to Understanding and Implementing Gender-responsive Budgets*. Commonwealth Secretariat, 2003.

Buddlender D. and G. Hewitt. *Gender Budgets Make More Cents*. Commonwealth Secretariat, London, 2002.

Buddlender D. et al. *Gender Budgets Make Cents*. Commonwealth Secretariat, London, 2002.

Buddlender D and R. Sharp. *How to do a gender-sensitive budget analysis: Contemporary research and practice*. Commonwealth Secretariat, London, 1998.

Cagatay, Nilufer, Mumtaz Keklik, Radhika Lal and James Lang. 'Budgets as if People Mattered: Democratizing Macroeconomic Policies'. SEPED Conference Paper Series #4. UNDP. May 2000. http://www.undp.org/sepel/publications/conf_pub.htm

Elson, Diane. *Monitoring Government Budgets for Compliance with CEDAW*. UNIFEM, New York, forthcoming publication 2005.

Elson, Diane. 'Gender Responsive Budget Initiatives: Some Key Dimensions and Practical Examples'. Conference on Gender Budgets, Financial Markets, Financing for Development by the Heinrich-Boell Foundation, Berlin. February 2002.

Elson, Diane and Nilufer Cagatay. 'The Social Content of Macroeconomic Policies'. *World Development*, Vol. 28, No. 7, July 2000.

Elson, Diane. 'Policy Arena: Integrating Gender Issues into National Budgetary Policies and Procedures: Some Policy Options'. *Journal of International Development*, Vol. 10, 1998.

Grown, Caren, Diane Elson and Nilufer Cagatay. 'Introduction'. *World Development*, Vol. 28, No. 7, July 2000.

ICRW. 'How to make the law work? Budgetary Implications of Domestic Violence Policies in Latin America'. Synthesis paper, ICRW, Washington, DC 2003.

Krug, Barbara and Irene van Staveren. 'Gender Audit: Whim or Vice'. Women in Development Europe, November 2001. <http://www.eurosur.org/wide/GM/Gender%20audit.htm>

Sen, Gita. *A Quick Guide to Gender Mainstreaming in Finance*. Commonwealth Secretariat, London, June 1999.

Sen, Gita. 'Gender Mainstreaming in Finance Ministries'. *World Development*, Vol. 28, No. 7, July 2000.

Sharp, R. *Budgeting for Equity: Gender Budget initiatives within a framework of performance oriented budgeting*. UNIFEM, New York, 2003.

Wehner, Joachim and Winnie Byanyima. *Parliament, the Budget and Gender*. IPU, UNDP, World Bank Institute and UNIFEM, 2004.

UNIFEM. *Gender Responsive Budgets: Strategies, Concepts and Experiences*. UNIFEM, New York, 2002.

UNIFEM Field Offices Knowledge Products on GRB:

South Asia Regional Program - Follow the Money Series:

- Acharya, Meena. Gender Audit in Nepal. UNIFEM, 2003.
- Bannerjee, Nirmala and P. Roy. Gender in Fiscal Policies in West Bengal. UNIFEM, 2004.
- Bannerjee, Nirmala. Swarnajayanti Gram Swarajgar Yojana: A budgetary policy in working. UNIFEM, 2003.
- Bannerjee, Nirmala. What is Gender Budgeting? Public Policies from Women's Perspectives in the Indian Context. UNIFEM, 2003.
- Bhat, Ahalya. Building Budgets from Below. UNIFEM, 2003.
- National Institute for Public Finance and Policies. Gender Budgeting in India. UNIFEM, 2003.
- Krishanraj, Maitreyi. Gender sensitive Analysis of the Employment Guarantee Scheme. UNIFEM, 2004.

Andean Regional Office

- Bethsabe Andia Perez et al. Gender Sensitive Budgets in Latin America: Accountability for Equity and Transparency. UNIFEM, 2004 .

Van Staveren, Irene. 'Global Finance and Gender'. Women in Development Europe, 2001. <http://www.eurosur.org/wide/Globalisation/Global%20Finance.htm>

Other Sites:

<http://www.gender-budgets.org>

<http://www.acdi-cida.gc.ca/equality>

http://www.internationalbudget.org/resources/sites/gender_youth.htm

<http://www.undp.org/gender/resources.htm>

<http://www.thecommonwealth.org/Templates/Colour.asp?NodeID=34021>
<http://www.worldbank.org/gender/>

GENDER AND STATISTICS

Networks and Links site, Gender Statistics Website for Europe and North America. List of networks and guide to gender statistics: <http://www.unece.org/stats/gender/web/links.htm>

World Bank page on gender statistics: <http://www.worldbank.org/gender/relatedlinks/related.htm>

United Nations Statistics Division. Time use, social factors: <http://unstats.un.org/unsd/default.htm>

Research approaches, list of linked resources including UN system resources on statistics: <http://www.library.yale.edu/un/un3b10.htm>

UNESCO database on gender equality statistical information: <http://www.unesco.org/women/sta/>

KNOWLEDGE NETWORKS AND COMMUNITIES OF PRACTICE FOR GTGs

UNDG perspective on networks and communities of practice. The UNDG site recognizes these as being in “support of system-wide collaboration and knowledge sharing”:
<http://www.unssc.org/web1/programmes/km/cop.asp>

UNDP introduction to knowledge networks and services: <http://www.undp.org/knowledge/>
Page on networks: <http://www.undp.org/knowledge/networks.htm>

GENDER MAINSTREAMING SUPPORT

Capacity development support for gender mainstreaming developed by UNDP through the late 1990s drew country office focal point experience into learning and advocacy supports that remain used and useful for GTGs interested in how to specifically build skills and competencies relating to gender analysis, advocacy and gender mainstreaming:

Gender Mainstreaming Learning Manual & Information Pack
<http://www.undp.org/gender/infopack.htm>

The Information Pack includes eight downloadable sections:

- Overview
- Entry Points
- Gender Analysis
- Gender Mainstreaming Glossary
- Strategy Development
- Advocacy
- Information, Communication and Knowledge Sharing
- Gender Mainstreaming

3. References and Links Supporting Chapter 3

UN REFORM AND THE UNDG

United Nations Development Group. The most important Internet resource on coordination issues is the UNDG website. Many key documents deployed in the reform process appear here. Useful documents include ‘Guiding Principles for the Functioning of UNCT Groups’:
<http://www.undg.org/>

United Nations Reform. The United Nations website has multiple resources on UN reform: <http://www.un.org/reform/> The UN Reform Dossier is at: <http://www.un.org/reform/dossier.htm>.

The **Global Policy Forum** monitors the evolution of policy at the United Nations, and has extensive information on UN Reform: <http://www.globalpolicy.org/reform/>

UN Reform, UNDG agencies and Simplification and Harmonization. Presentation to UNDG Regional Directors, 10 January 2003. HTML Version:
http://www.google.ca/search?q=cache:Bq6F0t_NKjcJ:www.un.mr/publications/S%2BH%2520for%2520RDs,%2520January%25202003.pdf+UNDG&hl=en

UNDG Mandate. Useful to GTGs in support to UNCTs:
<http://accsubs.unsystem.org/ccpoq/manual/F.htm>
Source: 'The Operational Activities Reference Manual, Section F'. United Nations System High Level Committee on Programmes, F2 United Nations Development Group Office (DGO), 1997.

RESIDENT COORDINATOR SYSTEM (RCS)/GUIDANCE FOR RCS AND GTGS

Coordination Highlights (example from 2003):
<http://www.un.mr/actu/Coordination%20Highlights%20-%20July2003.pdf>

DEVLINK. Managed by UNDG, this site was set up to provide substantive support to UNCTs in implementing the reform package: http://www.jposc.org/content/2_4.html

Guidelines on the RC System. 'ACC Guidelines on the Functioning of the Resident Coordinator System'. Administrative Committee on Coordination, Approved on behalf of ACC by the Consultative Committee on Programme and Operational Questions (CCPOQ) at its 15th Session, New York, 21-24 September 1999:
<http://accsubs.unsystem.org/ccpoq/documents/manual/RCS-Guidelines.pdf>

Guidelines for RC on HIV/AIDS. Administrative Committee on Coordination (ACC), 'Guidance Note for the Resident Coordinator System: Towards a multi-sectoral response to HIV/AIDS', September 2000: <http://accsubs.unsystem.org/ccpoq/Documents/manual/HIV-AIDS-Note-for-RCS.pdf>

UNITED NATIONS SYSTEM SITES ON WOMEN AND GENDER EQUALITY

WomenWatch is the central coordinating site with links on the UN system and gender equality:
<http://www.un.org/womenwatch/>

United Nations Sites with Women and Gender Information and links to multiple sites:
<http://www.library.wisc.edu/libraries/WomensStudies/un.htm>

INSTRAW: <http://www.un-instraw.org/>

LINKS WITH RIGHTS - COMMISSION ON THE STATUS OF WOMEN/CEDAW

The Commission on the Status of Women (CSW) meets annually to hear country reports on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). A GTG strategy for inter-agency coordination needs to include support for situational analysis, preparation, reporting and follow up on comments. The 2004 CSW Report is at:
<http://ods-dds-ny.un.org/doc/UNDOC/GEN/N04/335/28/PDF/N0433528.pdf?OpenElement>
New Release About CEDAW: <http://www.un.org/News/Press/docs/2004/wom1435.doc.htm>

GENDER THEME GROUPS

GTG Review: Dr. Chinwe J. Okala. 'A Global Review of the UN System Gender Theme Groups to Facilitate the Establishment of a Gender Theme Group in Nigeria. 2002/2003'.

OTHER THEME GROUPS

Resource Guide for HIV/AIDS Theme Groups: www.unaids.org

