



RWANDA

UNDP RWANDA COUNTRY OFFICE GENDER MAINSTREAMING STRATEGY AND PLAN OF ACTION 2007-2012





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Definitions

Sex

Sex refers to the biological characteristics that define humans as female or male. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both, they tend to differentiate humans as males and females.¹

Gender

Gender refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, changes over time, and varies widely within and across cultures. Gender is relational and refers not simply to women or men but to the relationship between them.²

Gender Equality

Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female.³

Gender Equity

Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate

for the historical and social disadvantages of women. Gender equity leads to gender equality.⁴

Gender Analysis

Gender analysis is a systematic way of looking at the different impacts of development, policies, programs and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others.⁵

Empowerment

Empowerment is about people - both women and men - taking control over their lives: setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance. No one can empower another: only the individual can empower herself or himself to make choices or to speak out. However, institutions including international cooperation agencies can support processes that can nurture self-empowerment of individuals or groups.⁶

Gender Mainstreaming

Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, such that inequality between men and women is not perpetuated.⁷

¹ World Health Organization, 2002, *Gender and Reproductive Rights: Working Definitions*, http://www.who.int/reproductive-health/gender/sexual_health.html#1

² *Exploring Concepts of Gender and Health*. Ottawa: Health Canada, 2003 <http://www.hc-sc.gc.ca/english/women/exploringconcepts.htm>

³ *ABC of Women Worker's Rights and Gender Equality*, Geneva: ILO, 2000.

⁴ *Ibid.* and *Gender and Household Food Security*. Rome: International Fund for Agricultural Development, 2001. <http://www.ifad.org/gender/glossary.htm>

⁵ Health Canada, 2003 and ILO 2000 and *Gender and Biodiversity Research Guidelines*. Ottawa: International Development Research Centre, 1998. http://www.idrc.ca:8080/biodiversity/tools/gender1_e.cfm ILO

⁶ portal.unesco.org/es/file_download.php/9b8ae81bd5b2acba02fcec07cf7305c9Definitions.doc

⁷ *Agreed Conclusions on Gender Mainstreaming*. Geneva: United Nations Economic and Social Council, 1997. <http://www.un.org/documents/ecosoc/docs/1997/e1997-66.htm>

1. Introduction

Gender Mainstreaming has been recognised by the UN as a globally accepted strategy for promoting gender equality,⁸ to ensure that all programme activity effectively takes gender equality into consideration and that efficiency in all programmes has a maximum impact. This has been established in the current UNDP corporate gender strategy and the RBA Gender Strategy. In order to better fulfill this commitment at the national level, UNDP CO in Rwanda has developed a country office gender mainstreaming strategy.⁹

Policy Commitments

- CEDAW;
- Beijing Platform for Action;
- The Millennium Development Goals;
- UNDP Corporate Gender Strategy;
- UNDP-RBA Gender Strategy;
- Government of Rwanda commitments in the 2003 Constitution and other laws: Vision 2020; EDPRS;
- National Gender Policy;
- UNDAF Rwanda.

The UNDP corporate policy document on gender as well as a range of national and international policies on gender equality and women's empowerment are in place to guide UNDP Rwanda's work on gender. The issue at stake is not *why* but rather *how* to mainstream gender. This strategy aims to guide the change process which is needed in order to fulfill UNDP's commitments to gender equality and women's empowerment. It will guide both our internal changes as well as external commitments. Ultimately, it is a strategy to attain our long-term mainstreaming goals, by putting in place a set of internal mechanisms.

2. UNDP Rwanda's Vision on Gender

UNDP Rwanda's gender mainstreaming strategy is formulated in a time of change. The UN is being reformed in order to create One UN and, Rwanda has been selected as one of the first eight pilot countries worldwide to implement these reforms. Throughout 2007 the UNDP's main guiding policy documents are being drafted – a new UNDP corporate strategic plan,¹⁰ a new UNDP Gender Equality Strategy and the UNDAF for Rwanda, all of which will be in operation from 2008 until 2012. Concurrently the government of Rwanda is formulating its second generation PRSP, the Economic Development and Poverty Reduction Strategy (EDPRS) 2008-2012, giving important indications on the crosscutting issue of gender. These central policy documents give strategic direction to where UNDP Rwanda's strategic goals should aim particularly those addressing gender equality.

A gendered approach is needed to achieve the targets set out in Vision 2020, the Millennium Development Goals (MDGs) and the EDPRS. Some important institutions and mechanisms have been put into place by the 2003 Constitution and the Government of Rwanda which have generated important progress, specifically for women in decision-making positions. However, a large number of Rwandan people live in poverty. Although Rwanda is among the countries that are recognised for the tremendous effort towards gender equality, through increasing women representation in Parliament and in government institutions, the structural problem of gender inequality still exists and is perpetuated through sexual and gender based violence (SGBV), illiteracy and limited representation in some decision making bodies and other problems which are inextricably linked to poverty. In order to overcome these difficulties, poverty reduction strategies and support to government and to all sectors need to be gender mainstreamed. With the MDGs as an operationalising and monitoring framework for progress towards the targets set for 2015, UNDP works towards realising the third goal on gender equality and that gender is mainstreamed in all eight goals to make sure that these targets are met.

⁸ Resolution 2005-31, *Mainstreaming a gender perspective into all policies and programmes in the United Nations system*; ECOSOC 26 July 2005.

⁹ This strategy is principally based on the corporate gender strategy 2005, the UNDP-RBA's 2006 gender policy and strategy, and on a gender audit conducted at the UNDP Rwanda CO in November 2006.

¹⁰ The new *UNDP Corporate Strategic Plan* replaces the multi-year funding framework (MYFF).

With this background, the focus of this strategy is on the internal change process for gender mainstreaming, in order to improve our external work in programming. The aim is to develop our internal capacity on gender for a better delivery in the UNDP core areas, and to strengthen the impact of our programmes, and on gender equality in Rwanda.

UNDP Rwanda's vision within this strategy is formulated as:

All UNDP's interventions in Rwanda, in both policy and programming, are guided by a consistently high commitment to gender equality and a comprehensive gender analysis based on gender relevant data. By increasing gender mainstreaming capacity and accountability for all staff, gender parity in all units, and allocating sufficient resource contributions, UNDP Rwanda commits to gender equality in Rwanda and an equal distribution of benefits and responsibilities between women and men in sustainable human development.

This entails ensuring that procedures and processes are in place to cater for a changing policy environment, and to prepare the UNDP country office in Rwanda for delivering with a strong commitment to gender equality and women's empowerment.

In order for the UN to deliver as One, in line with the UN High Level Panel Report on system wide coherence, it is important that responsibilities are shared and clearly distributed between different agencies. Besides its internal mainstreaming process, UNDP will support the UN Country Team (UNCT) and the Resident Coordinator to strengthen and harmonise gender mainstreaming efforts across the UNCT.

In order to further build convergence and harmonisation within the UN system in its work for gender equality in Rwanda, UNDP will support and work closely with other UN agencies in the UN Gender Task Force (GTF). This entails strengthening the GTF mandate and structures and its links to the Resident Coordinators Office and UN agencies' management structures. Where combined efforts are considered to enhance impact, joint programming will be established and supported by UNDP. In line with the Paris Declaration for better harmonisation and alignment, UNDP will also support national coordination efforts, such as the national gender cluster.

3. What is Gender Mainstreaming?

Gender mainstreaming is broadly understood as a practice and a methodology with the ultimate goal of achieving gender equality. Following the commitment to gender mainstreaming at the fourth International Conference on Women in Beijing in 1995, the UN Economic and Social Council (ECOSOC) adopted this definition of gender mainstreaming:

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

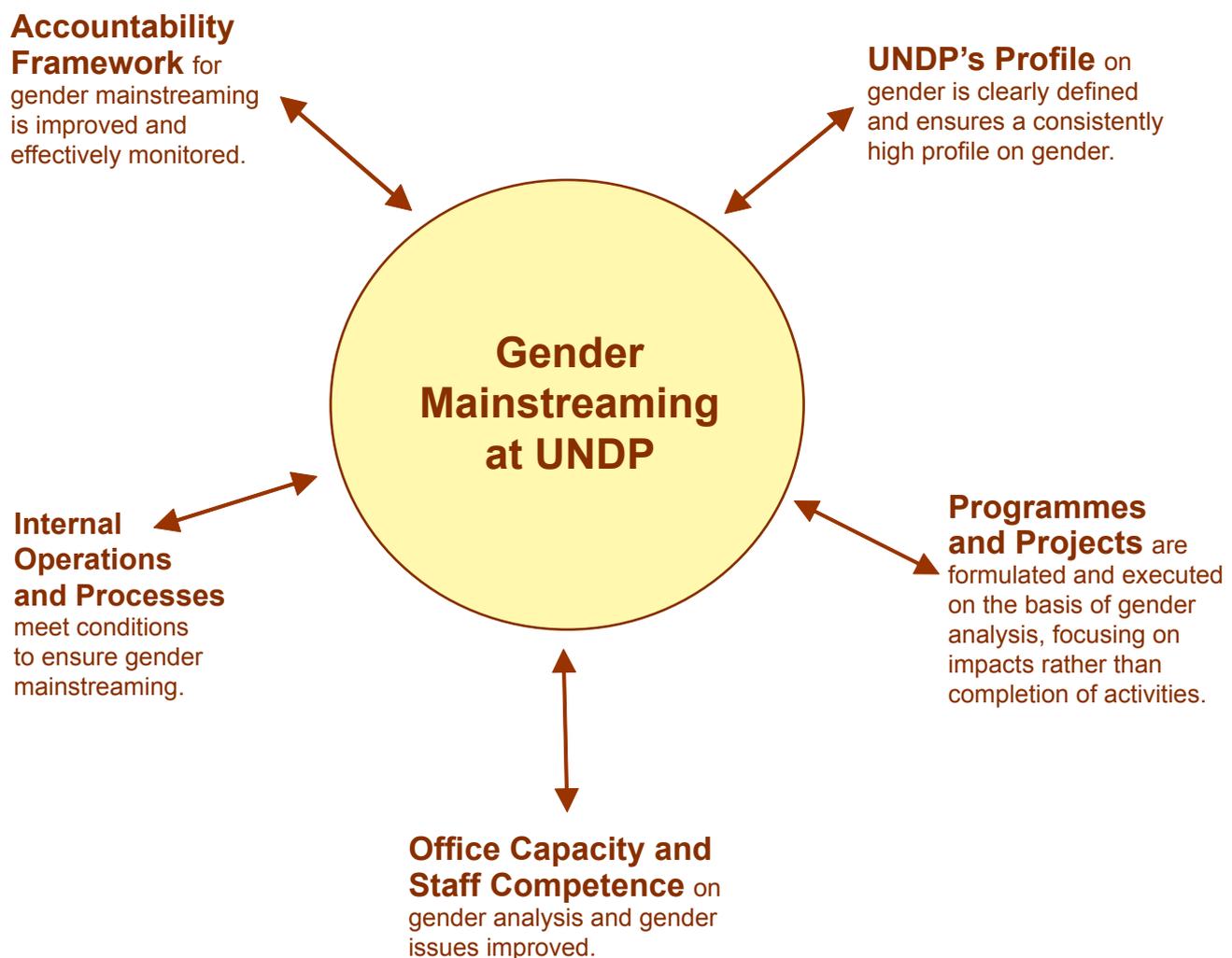
This definition guides UNDP's work on gender mainstreaming. By this strategy the country office sets out a roadmap to organisational change to manage the process described in ECOSOC's definition of gender mainstreaming.

4. Key Result Areas

Through an internal gender audit, UNDP Rwanda has identified five key result areas which need to be targeted in order to ensure gender mainstreaming:

- UNDP gender profile – to ensure that UNDP’s commitment to gender is clearly defined and communicated at all times;
- Programme and projects – making gender mainstreaming an essential part of our core business;
- Office capacity and staff competence – to ensure that the office and its staff have the knowledge, the capacity and tools to ensure change;
- Internal operations and processes – to achieve gender parity in the office and adjust operations to the needs of both women and men;
- Accountability framework – to ensure that change happens and is possible to measure by making persons within the organisation accountable for this change.

Fig. 1 Five Key Result Areas for Gender Mainstreaming



5. “Walking the Talk” - A Roadmap for Change!

The key result areas are those that UNDP Rwanda will put emphasis on in implementing the gender mainstreaming strategy. By defining the main outputs and activities from these key results, a detailed plan of action has been developed in order to further outline the details of the strategy.

The plan of action, detailed in section 6, demonstrates a significant shift in how UNDP operates. In order to achieve the goals which are set out in our strategic vision on gender, and in the various UNDP policy documents on gender equality, gender mainstreaming essentially has to be understood as a process of change.

The key elements of this change entail:

- A greater understanding of how gender equality and women’s empowerment are central to carrying out the main mandates of UNDP (poverty reduction, democratic governance, crisis prevention, and energy and environment);
- Gender mainstreaming will form part of all internal and external processes;
- All UNDP Rwanda staff will have the responsibility of ensuring that gender is an integral part of the processes they handle and support in their day-to-day work;
- This gender mainstreaming strategy and plan of action can be considered part of a greater change process, including the UN reform, towards better efficiency and accountability within the UN. In order to adjust to this ongoing change, this strategy should be reviewed and updated on an annual basis to ensure that UNDP Rwanda maximises its efforts on gender mainstreaming at all times.

6. How to Measure Change

To measure the progress of gender mainstreaming, indicators of change have been developed. These form part of an accountability framework on gender which include all staff. As the internal processes and procedures on gender are established, this accountability framework will be complemented by specific indicators and targets for each programming unit on their work on gender mainstreaming and gender equality, as indicated here.

The most significant aspects are related to assignment of responsibility and review mechanisms in order to make persons accountable for driving the change process and establishing tools to measure the change, such as:

- The UNDP Resident Representative assigns overall responsibility to follow up on this gender mainstreaming strategy within senior management and outside the gender unit to make gender the concern of all;
- A Gender Advisor position will be created to provide support to the office and all staff. However, it is important to note that this position will not substitute the efforts needed on behalf of all staff. It is mainly a policy advice position and support mechanism for staff.
- All managers and programming officers/staff are made responsible for their delivery on gender by integrating gender mainstreaming deliverables in their Terms of Reference and in their RCAs;
- Milestones for achievement of each of the five key result areas are defined and progress against these milestones is regularly monitored;
- Gender indicators are built into regular reporting such as target setting and results reporting monitored in Atlas and by the M&E Officer;
- An annual gender performance review is established and delivers a report to the RCO and to RBA.

7. Distribution of Responsibilities

Unit/Position	Responsibilities
RC	<ul style="list-style-type: none"> - Raising gender aspects in discussions with GoR and development partners. - Ensuring that adequate funding is availed for gender mainstreaming at UNDP. - Collaboration on gender among UN agencies through the GTG strengthened and monitored. - Assigning responsibility of progress on gender mainstreaming to all UN agencies. - Ensuring that UN operational procedures cater for the needs of both women and men.
CD	<ul style="list-style-type: none"> - Overall responsibility for progress in implementation and knowledge advancement on gender mainstreaming at UNDP. - Overall responsibility to ensure that gender aspects are included in the CO M&E processes. - Engaging a gender mainstreaming advisor for the UNDP CO. - Raising gender aspects in discussions with GoR and development partners. - Coordinating the annual gender performance review. - Ensuring that MDG needs assessment and reporting includes a gender perspective in all MDGs. - Ensuring adequate TRAC and cost-sharing funding for gender mainstreaming. - Mandate of gender unit revised to complement the One UN reform and the mandate of UNDP.
DCD	<ul style="list-style-type: none"> - Ensuring that all staff have gender mainstreaming deliverables in their ToRs and RCAs. - Ensuring procurement processes entail gender components including CAP. - Creating budget line in Atlas.
Heads of Units	<ul style="list-style-type: none"> - Setting annual targets and reporting on gender mainstreaming indicators; - Ensuring that their staff & consultants have gender mainstreaming deliverables in ToRs & RCAs. - Ensuring resource needs are met for gender mainstreaming targets and gender budget line set. - Ensuring that gender is mainstreamed into all the unit's programme and projects. - Advocating gender analysis to government partners in their areas of intervention.
Gender Advisor	<ul style="list-style-type: none"> - Gender review of policy documents. - Participating actively in the UN Gender Task Force. - Ensuring that a UNDP mainstreamed gender 'programme' is developed and put into action. - Assisting programme units to develop programme specific briefing folders on gender. - Providing units with programming checklist and other tools for gender mainstreaming. - Communication plan on gender developed. - Facilitate mandatory training on gender for new staff and preparing the CO gender training plan. - Contribute to the setting up of a UN database of women professionals.
Programme Staff	<ul style="list-style-type: none"> - Providing management with briefs on gender in their specific areas of expertise. - Ensuring MoUs, contracts and ToRs are reviewed from a gender perspective. - Setting targets and outputs and reports with sex-disaggregated data. - Ensuring that gender is part of ToRs of consultants in their projects. - Advocating gender analysis to government partners in their areas of intervention and informing partners of gender commitment of UNDP. - Ensuring that capacity needs for gender are considered in UNDP-supported capacity building activities. - Including gender analysis in MDG needs assessment, support and reporting. - Including resource allocations for gender mainstreaming in planning and mobilisation; set and report budget line for gender.
M&E Officer	<ul style="list-style-type: none"> - Ensuring that gender indicators are reported on and included in existing M&E structures. - Ensuring that units' annual work plan, targets and end-year reporting include gender issues. - Organising annual gender performance review.
HR/ISC	<ul style="list-style-type: none"> - Making adequate adjustments to meet gender parity targets in staff. - Adjusting procurement procedures including CAP processes. - Ensuring work/life balance plan put into action. - Ensuring that all staff has gender mainstreaming deliverables in their ToRs and RCAs.
Finance Officer	<ul style="list-style-type: none"> - Ensuring Atlas has a budget line for tracking gender related activities and projects.
Learning Manager	<ul style="list-style-type: none"> - Including trainings on gender in CO learning plan.
Staff Association	<ul style="list-style-type: none"> - Establish a reward for individual or unit outstanding performance on gender at annual retreat.

8. Plan of Action

Overall Vision: All UNDP's interventions in Rwanda, in both policy and programming, are guided by a consistently high commitment to gender equality and a comprehensive gender analysis based on gender relevant data. By increasing gender mainstreaming capacity and accountability for all staff, gender parity in all units, and allocating sufficient resource contributions, UNDP Rwanda commits to gender equality in Rwanda and an equal distribution of benefits and responsibilities between women and men in sustainable human development.

Key Result 1. UNDP's commitment to gender is clearly defined and communicated in all interventions and interactions with partners and ensures a consistently high profile on gender.

Main outputs	Main Activities	Responsible Parties	Output Indicators	Timeframe ¹¹
1.1 Gender mainstreaming commitments clearly defined in all UNDP policy documents.	1.1.1 Gender review of all current policy documents and to be mandatory during preparation of future policy documents and external agreements; MoUs, contracts and ToRs.	Gender Advisor/ Programme Staff	1.1 a) UNDAF, CPD and CPAP reviewed. 1.1 b) Number of MoUs, contracts and ToRs with gender statements.	Jan 2008 – cont.
1.2 Government of Rwanda and other partners are aware of UNDP's commitment to gender through a clear communication strategy on gender.	1.2.1 Communication plan on gender developed. 1.2.2 UNDP representatives attending high level meetings with GoR or development partners to be adequately briefed on gender issues; briefing notes and agenda papers with government to highlight gender dimensions.	Gender Advisor/ Communication Officer Senior Management/HoU/ Programme Staff	1.2 a) Number of official statements, meeting reports and official reports from UNDP that include a gender equality and women's empowerment perspective.	March 2008 – cont.
1.3 Gender mainstreaming interventions in programming are adequately funded.	1.2.3 Advocating gendered approaches to public policy and planning and ensure that capacity for gender mainstreaming is considered in UNDP - supported capacity building initiatives for government.	Senior Management/HoU/ Programme Staff	1.2 b) Number of capacity building initiatives for government including a gender mainstreaming aspect.	Jan 2008 – cont.
	1.2.4 MDG needs assessments and reporting includes a gender perspective in all MDGs.	Senior Management/ Programme Staff	1.2 c) Document clarifying and strengthening collaboration with UNIFEM and GTF.	Dec 2007
	1.2.5. Relation to UNIFEM and other UN agencies coordinated and strengthened. Collaboration on gender with other UN agencies through the Gender Task Force is monitored by the RCO.	RC/ Gender Advisor		Sept 2007 – cont.
	1.3.1 Resources for programmes for gender mainstreaming or women's empowerment tracked on a yearly basis as percentage of TRAC and cost sharing.	CD/ Gender Advisor	1.3 a) Planned interventions for gender equality are executed without financial encumbrances.	Dec 2007 – cont.
	1.3.2 Ensure gender focus in resource mobilisation activities.	Senior Management/HoU		Jan 2008 – cont.

¹¹ The starting date for processes, or completion date for activities.

Key Result 2. All programmes and projects are formulated and executed on the basis of gender analysis, focusing on impacts rather than completion of activities.

Main outputs	Main Activities	Responsible Parties	Output Indicators	Timeframe
<p>2.1 A UNDP Rwanda gender mainstreaming 'programme' developed and fully operational.</p>	<p>2.1.1 Interventions on gender are integrated in all programming units.</p> <p>2.1.2 Implementing agents and national partners in projects are informed about UNDP commitment to gender and effects to their work.</p>	<p>CD/HoJ/ Programme Staff</p> <p>HoJ/Programme Staff</p>	<p>2.1 a) All programme units implement and report on a set of gender interventions in their programme.</p> <p>2.1 b) Yearly gender performance review records the efforts from this programme.</p>	<p>March 2008</p> <p>Dec 2007</p>
<p>2.2 Each programming unit are adequately informed to analyse unit specific interventions from a gender perspective within their area of expertise.</p>	<p>2.2.1 Briefing folders on gender specific issues to each programming unit are collated, to be regularly updated for use as reference material by programme units.</p> <p>2.2.2 Checklists and other tools are made available to assist programme staff in designing, implementing, monitoring and evaluating interventions with a gender perspective.</p>	<p>Gender Advisor/ Programme Staff</p> <p>Gender Advisor</p>	<p>2.2 a) Number of programme specific briefing folders produced.</p> <p>2.2 b) Number of programme units using the gender mainstreaming tools provided.</p>	<p>March 2008</p> <p>July 2007 – cont.</p>
	<p>2.2.3 Each programming unit sets yearly targets, programme outcomes and outputs using sex-disaggregated data and reports progress against gender specific indicators.</p>	<p>HoJ/Programme Staff</p>	<p>2.2 c) Number of programming units including gender specific indicators in targets, outcomes, outputs, ToRs, reporting and budgets.</p>	<p>April 2007 – cont.</p>
	<p>2.2.4 Gender sensitivity and gender competence to form part of ToRs of</p>	<p>HoJ/Programme Staff/HR/ ISC</p>		<p>Sept 2007 – cont.</p>

<p>2.3 Adequate resources for gender mainstreaming in all stages of programme and project implementation.</p>	<p>consultants engaged to prepare programme, sub - programme documents; and evaluation and impact assessment missions.</p> <p>2.3.1 Resource needs with regards to gender mainstreaming and women's empowerment are analysed and met in all stages of programme and project formulation and implementation, including M&E.</p> <p>2.3.2 Programme units' annual work plans and end year reporting to include a budget line for women's empowerment and gender mainstreaming.</p>	<p>HoU/Programme Staff</p> <p>Management/HoU/ M&E Officer</p>	<p>2.3 a) Planned interventions for gender equality are executed without financial encumbrances.</p>	<p>Jan 2008 – cont.</p> <p>Dec 2008 – cont.</p>
<p>Key Result 3. Office capacity and staff knowledge on gender analysis and gender issues improved, including project staff.</p>				
<p>Main outputs</p>	<p>Main Activities</p>	<p>Responsible Parties</p>	<p>Output Indicators</p>	<p>Timeframe</p>
<p>3.1 Basic knowledge of gender issues and UNDP commitment to gender is improved among all staff, including project staff.</p> <p>3.2 Capacity to mainstream gender into policy, programmes and projects strengthened among programme staff and management.</p> <p>3.3 Incentives and rewards introduced to motivate application of acquired knowledge on gender.</p>	<p>3.1.1 Structured training plan developed and put into action for all levels of staff for sustained learning on gender issues and UNDP commitment to gender.</p> <p>3.1.2 Gender training introduced as mandatory to all new staff at UNDP.</p> <p>3.2.1 Structured training plan on gender analysis developed for programming staff and management.</p> <p>3.2.2 Gender Advisor recruited to lead and support gender mainstreaming in all programme units.</p> <p>3.3.1 Recognising and rewarding the outstanding contribution of individuals towards achieving gender equality by establishing a prize to be received at yearly retreat.</p>	<p>Gender Advisor/Learning Manager</p> <p>DCD/ HR</p> <p>Gender Advisor/Learning Manager</p> <p>CD/DCD</p> <p>Staff Association/ Gender Advisor</p>	<p>3.1 a) Number of staff and project staff participating in trainings on gender issues and strategy.</p> <p>3.2 a) Number of programming staff and management participating in trainings on gender mainstreaming.</p> <p>3.2 b) Number of policies and programmes developed with and reporting on gender related interventions.</p> <p>3.3 a) Gender Performance Prize awarded at yearly retreat.</p>	<p>March 2008</p> <p>March 2008 – cont.</p> <p>March 2008</p> <p>Jan 2008</p> <p>Dec 2007</p>

Key Result 4. Internal Operations and Processes meet conditions to ensure gender mainstreaming.

Main outputs	Main Activities	Responsible Parties	Output Indicators	Timeframe
<p>4.1 UNDP gender balanced target of 50/50 in professional level positions reached by 2010.</p> <p>4.2 Policies ensure gender sensitivity in operations.</p>	<p>4.1.1 A strategy is developed and put into action to achieve the target of 50/50 in professional level positions, including in-house women targeted capacity building.</p> <p>4.1.2 Gendered aspects in recruitment procedures (advertisements, job descriptions, interview procedure, assessment frameworks, selection criteria) and appraisal procedures are analysed and modified to ensure competitiveness of both women and men.</p> <p>4.1.3 Exit interviews to be conducted with staff leaving the organisation to better understand gendered reasons for career change and how UNDP can better cater for the needs of both women and men.</p> <p>4.1.5 Work/life balance plan of action implemented.</p> <p>4.1.4 Collaborating with UN agencies to develop a database of women professionals.</p> <p>4.2.1 Procurement processes including CAP and waiver procedures, including the CAP form, are revised to entail gender equality components.</p> <p>4.2.2 UN security cell to revise the field and security policies to cater for different needs of women and men.</p>	<p>DCD - O HR/Procurement</p> <p>DCD - O HR/Procurement</p> <p>HR</p> <p>DCD - O HR</p> <p>RC/ Gender Advisor</p> <p>DCD - O HR/SC/CAP members</p> <p>DO</p>	<p>4.1 a) Target of 50/50 women and men in professional level positions reached in 2010.</p> <p>4.1 b) Number of recruitment procedures ensuring competitiveness of both women and men at all stages</p> <p>4.2 a) Number of procurement processes ensuring that gender equality components are taken into consideration.</p> <p>4.2 b) Number of security and field policy reports detailing different needs of women and men.</p>	<p>March 2008</p> <p>Jan 2009</p> <p>March 2008 – cont.</p> <p>March 2008</p> <p>Dec 2008</p> <p>Jan 2009</p> <p>Dec 2008</p>

Key Result 5. Accountability framework for gender mainstreaming is improved and effectively monitored.

Main outputs	Main Activities	Responsible Parties	Output Indicators	Timeframe
<p>5.1 Progress on gender mainstreaming and promotion of gender equality is ensured by all managers and programme staff.</p>	<p>5.1.1 CD assumes overall responsibility for monitoring progress gender mainstreaming and gender equality.</p>	<p>CD</p>	<p>5.1 a) Number of staff having gender mainstreaming related tasks in their ToR and RCA.</p>	<p>July 2007</p>
<p>5.2 A framework for monitoring and evaluation of progress on gender mainstreaming and gender equality put into place.</p>	<p>5.1.2 Performance on gender mainstreaming and promotion of gender equality will be included in all ToRs and RCAs of managers, technical specialist and programme staff.</p>	<p>CD/DCCD/ HoU/HR</p>	<p>5.2 a) UNDP Rwanda CO M&E framework is developed with gender mainstreaming components.</p>	<p>Dec 2007</p>
<p>5.2 A framework for monitoring and evaluation of progress on gender mainstreaming and gender equality put into place.</p>	<p>5.2.1 An annual gender performance review to be conducted by Heads of Units and senior management. Progress against set targets to be reported and ways forward to overcome challenges. The review to be compiled into a report which will be shared with the UN Gender Task Force and RBA.</p>	<p>M&E Officer</p>	<p>5.2 b) Number of interventions on gender mainstreaming tracked by budget line.</p>	<p>Jan 2008</p>
<p>5.2 A framework for monitoring and evaluation of progress on gender mainstreaming and gender equality put into place.</p>	<p>5.2.2 Work with HQ to code gender components in existing and future projects and programmes in Atlas to facilitate budget tracking of UNDP gender interventions.</p>	<p>CD/DCDO Finance Manager/ Programme Staff</p>	<p>5.2 b) Number of interventions on gender mainstreaming tracked by budget line.</p>	<p>Jan 2009</p>

Online resources:

UNDP Gender Workspace, with publications and links:

<http://www.undp.org/women/>

UNDP Gender Tools Marketplace, which provides many resources, including tools and resources for each of UNDP practice areas:

http://www.undp.org/women/tools_marketplace.pdf

The Gender Mainstreaming Workspace:

<http://content.undp.org/go/topics/gender/?src=204576>

UNIFEM, with possibilities to find specific publications on gender and your issue:

www.unifem.org

BRIDGE supports gender advocacy and mainstreaming efforts by bridging the gaps between theory, policy and practice with accessible and diverse gender information in print and online:

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

Siyanda – a Gender Mainstreaming and Development database where you can search for specific issues relevant to you:

<http://www.siyanda.org/index.htm>

Cover photo left side - Man and woman dancing - by Sesonga John

Cover photo right side - Two girls and a boy - by Julie Pudlowsky

Inside cover photo - Woman - by Ricardo Gangale

Back cover photo - Children holding hands - by Miko Maekawa

