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GUIDANCE NOTE FOR MAINSTREAMING GENDER IN UNDP PROJECTS

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Purpose of the guidance note

This guidance note entails a set of tools to assist staff and consultants of the United Nations Development Programme (UNDP) in Uganda to systematically identify, consider and intergrate gender issues in projects. It aims to help users identify and investigate gender issues and to build practical design elements into the different project components including: situation analyses, project strategy, results framework, management and coordination, knowledge management and partnership strategies, work plans and budgets. It guides users on key questions to be asked and data to be collected during project preparation, and provides a menu of entry points for designing projects that can effectively respond to the differing needs of women as compared to men. Case studies from UNDP programs and projects have been included to illustrate good practices in mainstreaming gender concerns.

Some case studies and best practices

Box 1: Gender Mainstreaming in Decentralized Governance Programs and Projects

Bangladesh: Second Urban Governance and Infrastructure Improvement (Sector) Project (2008)

This project is supporting the improvement of urban governance, infrastructure, and service delivery in pourashavas (secondary towns). The project outputs include (i) urban infrastructure, (ii) urban governance and capacity development, and (iii) project management and implementation support. The project gender action plan (GAP) outlines gender activities for all of the main project outputs, including measures to ensure women's and men's equal participation in the planning of infrastructure and service improvements and in construction and maintenance activities; formation of pourashava gender committees led by female ward commissioners; quotas for representation of women in ward and town-level coordinating committees and sector working groups; gender-sensitization programs for pourashava officials and project staff; development of pourashava GAPs; recruitment of women as pourashava and project staff and facilitators; and inclusion of sex-disaggregated indicators in the project monitoring system. The design and monitoring framework includes targets on the establishment of gender committees, representation of women in other local fora, and implementation of local GAPs with identified budgets in all 30 targeted pourashavas. Capacity development training was provided to 700 elected women town councillors, enabling them to serve on tender committees and environment subcommittees in 30 municipalities, and contribute to decisions related to timely payment of municipal taxes and utility bills. More than 2,200 courtyard meetings were held that mobilized women citizens' voices on governance and infrastructure services. The project's gender equality provisions led to policy changes under the Pourashava Act 2009, such as the introduction of town- and ward-level committees and mandating a 30% female quota for town and 40% for ward committees.

Introduction

Why gender mainstreaming is important in UNDP projects

Gender equality and the empowerment of women is central to the mandate of UNDP and intrinsic to its development approach. This effort includes advocating for women's and girls' equal rights, combating discriminatory practices and challenging the roles and stereotypes that affect inequalities and exclusion.

Evidence has demonstrated that, in economies where gender inequality is slim, there is not only reduced risk of unequal and reversible economic progress but also quality of life. Therefore UNDP works with partners across the UN system and throughout the world to advance gender equality and the empowerment of women, giving special attention for women and girls facing multiple and intersecting forms of discrimination, such as due to ethnicity, disability or migratory or indigenous status. UNDP focuses directly on gender equality and women's empowerment integrating it into the organization's three key thematic areas: sustainable development; inclusive and effective democratic governance; and risk prevention and resilience.

With a Gender Equality Strategy 2014-2017, UNDP in Uganda is well placed to ensure that gender equality and the empowerment of women are integrated into every aspect of its work to support government to eradicate poverty and reduce inequalities and exclusion. The overall objective of the gender strategy is to strengthen UNDP Uganda's contribution to gender equality and women empowerment whilst dealing with the emerging issues in corporate and programming terms. It is intended to enable the Country Office achieve more consistent and substantive gender equality results in all programmes.

In order to strengthen accountability for gender equality results in programmes and projects, UNDP-Uganda subscribed to The Gender Equality Seal, which is a corporate quality assurance mechanism that measures and certifies the achievements and competence of UNDP Country Offices in advancing women's rights and gender equality. UNDP introduced the Gender Equality Seal as a voluntary corporate quality assurance initiative which assesses and acknowledges good performance in delivering transformational development results for gender equality. The Gender Equality Seal has three levels of certification (Gold, Silver, and Bronze) and Country Offices are awarded a certain level of certification according to their gender equality accomplishments. Performance is measured according to a set of minimum acceptable quality standards based on international and corporate mandates.

In 2014, the Uganda country offices was certified, through a rigorous process over a period of almost 2 years. From this period, the Uganda country office has been receiving continuous technical and advisory support through webinars, individualized guidance, provision of tools and reference documents according to need as well as a community of practice for knowledge sharing and collective thinking. A Gender Team has been established, comprising of staff from both programme and operations, to coordinate key interventions of the Gender Equality Seal initiative during 2016-2017.

Steps to mainstream gender in the CPD or project formulation process

The table below demonstrates activities in the project formulation process with opportunities to incorporate gender issues. The project formulation process is outlined in more detail in the UNDG guidelines, CPD (2016-2020) and UNDAF management guidelines (Gender Mainstreaming in UNDAF Road Map). The guidance provided here should be used together with the aforementioned documents.

Activities in CPD/project formulation process	Entry points for gender mainstreaming
<p>1. Preliminary phase</p> <ul style="list-style-type: none"> • Launch of a new CPD cycle/Initial request from government • Set up a task force • Securing human and financial resources 	<ul style="list-style-type: none"> • Ensure the involvement of government gender focal points and line ministry for gender in initial CPD or project conception workshop, and women civil society organisations. • Design Terms of Reference (ToRs) of any national or international consultant with the required gender competence to provide technical support. • Allocate resources, both human and financial, for work on gender issues, for example: identifying baseline information for inclusion in the CPD or project situation analysis, which is required early in the process, if knowledge is to be made readily available to stakeholder on the state of gender equality in a given sector or programme area.
<p>2. Formulation Consultation</p>	<ul style="list-style-type: none"> • Meet with the UNDP Gender team and or focal points in government to identify the set of priority areas at policy, institutional and field level on which they would like UNDP to focus its assistance. • Ensure that the priority areas identified are in line with Uganda's national plan, UNDAF, CPD, SDGs and UNDP's comparative advantage • Ensure that the UN Gender and Human Rights Theme Group is part of the stakeholder consulted.
<p>Situation Analysis (data collection and policy review)</p>	<ul style="list-style-type: none"> • Identify and analyze the needs and constraints faced by women relative to men and use information from recent reports at the Uganda Bureau of Statistics, UNDP-SPU, World Bank, UN Women and other credible sources, for purposes of including gender disaggregated information in the Common Country Assessment, CPD and project situation analysis. E.g. in agriculture, women need to transition from micro agro-enterprises to valued-addition food production systems, while men may prefer cash crop or livestock production systems. • Review existing international and government commitments on gender equality including national plans
<p>Mapping the comparative advantages of relevant stakeholders</p>	<ul style="list-style-type: none"> • Carry out a mapping of partner activity to identify the main areas of focus and the principal activities, including both projects and analytical work, with a view to

	<p>avoiding duplication of efforts and facilitating coordination with partners engaged in areas similar to those in which UNDP is, or plans to be, engaged. This will be vital in designing the partnership strategy of the CPD or project.</p>
<p>Prioritization and results-based programming (including links with the CPD and UNDAF)</p>	<ul style="list-style-type: none"> • Ensure that outcomes, outputs, indicators and targets in the Results Matrix reflect the needs and constraints identified, also along age and sub-regional differences (annex 1). For example: Outcome: By 2020, targeted public institutions and CSOs have enhanced capacities to lead and effectively coordinate the inclusion of disadvantaged women and youth into sustainable development initiatives Output: improved technical and operational capacity amongst gender and youth advocates in parliament and CSOs to demand accountability for implementation of gender laws and policies. Indicator 1: No. of female relative to male gender advocates of in parliament equipped with knowledge and advocacy skills on accountability for gender laws and policies. Indicator 2: No. of CSOs equipped with guidelines and standards on accountability for gender responsive legislation • Derive activities that address gender inequalities from the outputs. • Provide gender-disaggregated targets and baseline for outputs where possible in order to measure the impact on women relative to men. • Refer to the gender outcome(s) in the UNDAF and CPD results framework
<p>Monitoring and evaluation (M&E)</p>	<ul style="list-style-type: none"> • Establish a delivery monitoring system with gender-disaggregated indicators • Include an assessment of gender results (both positive and negative) in all evaluations of the CPD and project reports • Ensure that the UNDP Gender Team and Communications Officers are involved in the M&E activities.
<p>3. Validation and endorsement</p>	<ul style="list-style-type: none"> • Ensure that gender focal point in relevant line ministries are invited to review, comment and finalize the CPD or project. • Ensure that the Regional Service Bureau makes an input and provides the necessary technical support
<p>4. Implementation</p>	<ul style="list-style-type: none"> • Prepare concept note that guide the implementation of activities • Ensure the gender focal points in government are involved in such implementation

Gender equality checklist for CPD and project formulation

✓ Have the gender focal points from government participated and voiced their concerns?	INITIATING THE CPD OR PROJECT
✓ Have relevant women CSOs participated?	
✓ Has the UNDP regional service Bureau and gender team been consulted from the outset?	
✓ Does the analysis consider the situation, needs and constraints of women relative to men also along age and sub-regional differences?	INFORMATION AND ANALYSIS
✓ Does the CPD or project use the gender analysis in the CCA, country gender profile and in the most recent 'progress of the worlds' women', CEDAW country report, SDG and HDI country reports?	
✓ Are existing government commitments on gender equality been taken into account	
✓ Are gender priorities addressed strategically at policy, institutional and field level?	PRIORITIES, OUTCOMES AND OUTPUTS
✓ Have the priorities been reviewed by the UNDP Gender Team and gender focal points in government?	
✓ Do the outcomes and outputs address gender inequalities in the priority areas identified?	
✓ Are gender-disaggregated indicators for monitoring and evaluating included in the results matrix to measure the impact on women relative to men?	
✓ Have gender experts in regional and country mechanisms (e.g. UN Gender and Human Rights Group) been consulted?	PARTNERSHIPS

ANNEX 1: GENDER RESPONSIVE RESULTS FRAMEWORK

Outcome: By 2020, targeted public institutions and CSOs have enhanced capacities to lead and effectively coordinate the inclusion of disadvantaged women and youth into sustainable development initiatives		Timeframe (5 years)					Partners	Planned budget
		2016	2017	2018	2019	2020		
Outputs	Planned activities							
Output 1: improved technical and operational capacity amongst gender and youth advocates in parliament and CSOs to demand accountability for implementation of gender laws and policies Indicator 1.1: Number of female relative to male gender advocates of in parliament equipped with knowledge and advocacy skills on accountability for gender laws and policies Baseline: 0 Target: 50 males and	1. Hold a high-level discussion with parliamentarians and CSOs to identify the core principles and capacity needs in accountability for gender responsive legislation	X					Parliament	10,000
	2. Design a road map for engagement of key actors on the components of capacity development initiatives	X					UWOPA CEDOVIP	10,000
	3. Design and implement a capacity development initiative for acquisition of knowledge and advocacy skills on holding duty bearers accountable for government commitments to eliminating violence against women and girls.	X	X	X	X		UYN UN Women	300,000
	4. Mobilize the support of the media to improve public awareness and progressive change in social norms that perpetuate teenage pregnancies, early marriages, defilement, girl child sex work and trafficking of women	X	X	X	X		Media JLOS	50,000
	5. Establish a Parliamentary Policy Advisory Group on Gender and Youth Responsiveness in Sustainable Development comprising of CSOs, UN representatives, government and the academia		X	X	X	X		50,000
	6. Provide regular technical backstopping and operational support to gender and youth advocates in parliament, relevant oversight parliamentary committees and CSOs.		X	X	X	X		50,000

Outcome: By 2020, targeted public institutions and CSOs have enhanced capacities to lead and effectively coordinate the inclusion of disadvantaged women and youth into sustainable development initiatives		Timeframe (5 years)					Partners	Planned budget
		2016	2017	2018	2019	2020		
Outputs	Planned activities							
50 females Indicator 1.2: No. of CSOs equipped with guidelines and standards on accountability for gender responsive legislation Baseline: 0 Target: 2	7. Monitor and evaluate the outcomes of capacity development and media involvement in ensuring accountability for gender laws and policies				X	X		20,000
	8. Document and disseminate promising and best practices to promote south-south knowledge exchange on ending violence against women and girls				X	X		20,000
Output 2: strengthened institutional capacity within MGLSD to implement policies and standards on women and youth empowerment Indicator 2.1: No. of MGLSD staff equipped with knowledge, skills and tools on implementing women and	1. Hold a high-level discussion with senior management at MGLSD on the principles and road map for institutional capacity development	X					MGLSD	5,000
	2. Undertake a comprehensive institutional assessment of the technical needs and resources available to MGLSD in the fields of women and youth empowerment	X					EOC ILO	30,000
	3. Design and implement service delivery standards that create an enabling environment for women and youth to form clusters and groups that facilitate access to information, training, technology and financial capital	X	X	X			UWEAL	300,000
	4. Roll out standards, knowledge, indicators and tools on women and youth employment		X	X	X			50,000
	5. Provide periodic on-job training and mentoring of		X	X	X			100,000

Outcome: By 2020, targeted public institutions and CSOs have enhanced capacities to lead and effectively coordinate the inclusion of disadvantaged women and youth into sustainable development initiatives		Timeframe (5 years)					Partners	Planned budget
		2016	2017	2018	2019	2020		
Outputs	Planned activities							
youth empowerment programs Baseline: 0 Target: 10 male and 10 female staff Indicator 2.2: No. of women and youth who receive employment and enterprise development assistance services from MGLSD Baseline: 0 Target: 100 women and 100 youth	MGLSD staff							
	6. Support south to south exchange visits; and study tours for the assigned ministry staff.			X	X			50,000
	7. Compiling and refining of manuals and guidelines on women and youth empowerment programming				X	X		100,000
	8. Monitor and evaluate the outcomes of the institutional capacity strengthening at MGLSD				X	X		20,000
	9. Document and disseminate promising and best practices to promote in-country and south-south knowledge exchange on women and youth empowerment				X	X		20,000
Output 3: Key stakeholders have increased access to gender and youth disaggregated data for programming and financing women and youth empowerment	1. High-level consultation with UBOS and MGLSD to map statistical needs, technical and financing capacities	X					UBOS	5,000
	2. Design an action plan for addressing the existing gender-data gaps in Labour Market Surveys, National Household Surveys, Financial Services and Agricultural Surveys.	X					MGLSD UN Women	10,000
	3. Setup a technical team to support to UBOS and MGLSD to address existing gender-data gaps in Labour Market Surveys, National Household Surveys, Financial Ser-	X					ILO	5,000

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		2016	2017	2018	2019	2020		
Outputs	Planned activities							
Indicator 3.1: A sub-regional gender profile on women and youth empowerment needs and constraints Baseline: 0 Target: 1 Indicator 3.2: Sector-specific gender profiles on women and youth empowerment Baseline: 0 Target: 5 (agriculture, tourism, small-scale mining, financial services and ICT) Indicator 3.3: No. of public and private with access to gender and youth disaggregated data	vices and Agricultural Surveys.							
	4. Design gender and youth-specific empowerment indicators to guide the design of data collection methods and reporting standards	X					10,000	
	5. Provide financial and operational support to UBOS to collect data during the existing periodic national surveys (Labour Market Surveys, National Household Surveys, Financial Services and Agricultural Surveys)	X	X	X	X	X	200,000	
	6. Produce a sub-regional gender profile on women and youth empowerment needs and constraints		X	X	X	X	30,000	
	7. Produce sector-specific gender profiles on women and youth empowerment (agriculture, tourism, small-scale mining, financial services and ICT)		X	X	X	X	50,000	
	8. Provide technical and financial support to MGLSD to organize and coordinate annual women and youth empowerment forums for government, CSOs, private sector and development partners		X	X	X	X	100,000	

Outcome: By 2020, targeted public institutions and CSOs have enhanced capacities to lead and effectively coordinate the inclusion of disadvantaged women and youth into sustainable development initiatives		Timeframe (5 years)					Partners	Planned budget
		2016	2017	2018	2019	2020		
Outputs	Planned activities							
Baseline: 0 Target: 5								
Output 4: National capacity established at OPM to coordinate MDAs on integration of gender and equity in conflict and disaster management Indicator 4.1: No. of OPM departments equipped with knowledge, skills and tools on integration of gender and equity in conflict and disaster management Baseline: 0 Target: 5 Indicator 4.2: No. of OPM projects with technical, operational and financial contri-	1. High-level consultation with OPM, MoIA and MGLSD to map technical and financing capacities	X					OPM MoIA MGLSD MFPED EOC	5,000
	2. Undertake a comprehensive assessment of departmental technical needs and resources available to OPM in the fields of mainstreaming gender in conflict and disaster management	X						20,000
	3. Provide technical and financial support in developing project design and implementation standards and evaluation criterion on gender responsive conflict and disaster management		X	X				100,000
	4. Provide technical and operational support in rolling out the standards, tools and knowledge packs at national and district level			X				100,000
	5. Provide regular on-job training and mentoring of OPM staff		X	X	X			80,000
	6. Support OPM to develop indicators that can be used to monitor compliance to the gender and equity requirements in conflict and disaster management programming			X	X			50,000
	7. Enhance the technical and financial capacity of OPM to conduct annual performance assessments that inform decision making on gender and equity certification by MFPED and the Equal Opportunities Commission			X	X	X		100,000

Outcome: By 2020, targeted public institutions and CSOs have enhanced capacities to lead and effectively coordinate the inclusion of disadvantaged women and youth into sustainable development initiatives		Timeframe (5 years)					Partners	Planned budget
		2016	2017	2018	2019	2020		
Outputs	Planned activities							
Contributions to gender responsive conflict and disaster management Baseline: 0 Target: 5	(EOC) for MDAs in charge of conflict and disaster management as required by the PFM Act (2015)							
	8. Support south to south exchange visits; and study tours for the assigned OPM and other government staff		X	X	X		40,000	
	9. Monitor and evaluate the outcomes of the capacity strengthening at OPM				X	X	10,000	
Output 5: Enhanced technical capacity in gender mainstreaming amongst MDAs covering natural resource management Indicator 5.1: Sector profile on gender and natural resource management Baseline: 0 Target: 1 Indicator 5.2: No. of MDAs with knowledge and skills	1. High-level consultation with NEMA, MWE and NFA to map technical and financing capacities	X					NEMA MWE NFA UN Women UNEP 5,000	
	2. Provide technical and operational support in conducting research on good practices in mainstreaming gender into natural resource management	X					100,000	
	3. Support MDA to produce a sector profile on gender and natural resource management		X				50,000	
	4. Conduct training on gender mainstreaming in natural resource management at national and district levels		X	X	X		100,000	
	5. Support south to south exchange visits; and study tours for the assigned government staff		X	X	X		50,000	
	6. Provide technical and financial support to ensure gender-sensitive reporting on environmental sustainability within the framework of the Sustainable Development Goals (SDGs)		X	X	X	X	50,000	

Outcome: By 2020, targeted public institutions and CSOs have enhanced capacities to lead and effectively coordinate the inclusion of disadvantaged women and youth into sustainable development initiatives		Timeframe (5 years)					Partners	Planned budget
		2016	2017	2018	2019	2020		
Outputs	Planned activities							
on mainstreaming gender into natural resource management Baseline: 0 Target: 3 (NEMA, MWE, NFA)								