



Mainstreaming the Gender policy at UNDP Bangladesh

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Background

This exercise of Operationalisation of the UNDP Corporate Gender Policy was carried out under the Gender TTF. It is primarily based on the two-year action plan that was approved at the corporate level. Needless to say that there is neither any full proof mechanism to mainstream gender in any organizational set-up nor to bring about the desired behavioural changes at personal levels in such a short span of time. Yet these are suggested as steps to initiate the process within the organizational framework, minimize the barriers with the help of political will and allocation of adequate resources, and maximize the benefits for all staff of UNDP Bangladesh as well as program beneficiaries and partners. This is a working document and hence needs to be consulted with all staff in order to finalise the priorities and mechanisms.

Corporate

UNDP's gender policy is based on a two-pronged approach to achieving gender equality:

- a) *Integrating a gender perspective* into all policies and programmes across each core priority of UNDP to ensure that men and women fully participate in and benefit from development outcomes.
- b) *Investing dedicated resources* in specific interventions that empower women, reduce their vulnerability, build their leadership, provide them with access to resources, and protect their human rights.

According to the corporate gender policy, UNDP can make impact on gender equality in four ways:

- Through integration of gender into six practice areas
- Through its work as scorekeeper and champion for Millenium Development Goals
- Through the stewardship the resident coordinator system
- Through the advocacy tools namely the Human Development Report and the National Human Development Reports

The gender action plan for 2006-7 is designed to strengthen UNDP capacities at all levels and to enhance its delivery of gender responsive policies and programmes, in a systematic, visible and measurable way. Mainstreaming gender is the strategy chosen for achieving the objective with greater accountability for results.

The Corporate Gender Action Plan is a two-year plan designed around four goals:

Goal 1: Commitment and accountability at all levels

Goal 2: Capacities: gender training, knowledge sharing and networking

Goal 3: Communication and visibility for good practices

Goal 4: Core and non-core resources aligned with commitments

UNDP Gender mainstreaming strategy, Asia-Pacific Region

The objective is to reinvigorate the gender mainstreaming agenda in the region and improve effectiveness. The region intends to focus on:

- *Systematic review of policies* on programs and projects, partnerships, budgeting, selecting and using indicators etc
- Demonstration of effective gender mainstreaming in *program implementation and knowledge management* across practice areas
- *Improving gender-mainstreaming capacity* at all levels and across practice areas.

Moving forward of the UNDP Bangladesh from the Gender Thematic Trust Fund

The Gender TTF project supported a few initiatives that concretized UNDP Bangladesh's effort to mainstream gender in its practice areas. Considering the outputs from the Gender TTF and the corporate action plan, this plan is being proposed. There is no full proof one best way of mainstreaming gender. Efforts and experience vary from agency to agency over time and context. Hence, this is only the beginning of an ongoing process.

For the whole exercise of integrating the Gender policy into action, it is divided into two broad categories: A. Organisational measures and B. Programmatic measures.

A. Organisational measures:

i) Political will

- Demonstrated political will has to be present in putting the policy into practice. This will require de facto commitment in allocating technical and financial resources in adapting to the changes besides the rhetorics.
- The adoption of the policy and constant reminder of gender equality concerns in all policy documents and strategic directions, along with adequate institutional support to the capacity of staff also need to be concretized.
- Dissemination of the policy needs to be done in a formal way covering every level of existing staff and working out mechanisms to cover the new staff once a year.

ii) Organisational culture

- It is the responsibility of every staff of to believe in gender equality as a value and help build an organisational culture that supports and sustains it.
- A clear understanding of the purpose of the policy and the initiatives that follow is a necessity

- The Human Resource Development agenda of the organisation needs to institutionalise affirmative action to create the balance in creating a healthy work culture and ethics free of all harassment and abuse of authority. 0
- Regular workshops at periodic intervals are required to reinforce the adoption of the Gender policy and its various aspect as a core value of management.

iii) **Accountability**

- Mechanism of an annual reporting system from all units highlighting efforts in implementing the policy
- Every unit can monitor its own progress every six months against a specific work plan
- HR to incorporate commitment to Gender equality in the performance evaluation mechanism besides recruitment, promotion, training and other usual HR functions

iv) **Technical capacity**

- UNDP Bangladesh needs to arrange regular awareness trainings for new and existing staff
- Specialised trainings of selected staff can be arranged in the field of gender analysis, monitoring and evaluations etc.

B. Program Measures

- At the program level, UNDP Bangladesh has prepared a Gender Analysis Framework checklist for four thematic areas of its work and one for operations unit of Human resources. Besides, there is a generic checklist of questions. The GAF can be practised in a regular way to institutionalise the gender equality lens for all program design, implementation and management, monitoring and evaluation. Over time and use, the framework can be made more user friendly.

Additionally, the following can be used as checklist for all levels of the project cycle¹:

Project formulation and design

1. Gender needs to be addressed during all fact-finding missions and incorporated into the project concept/outline paper, with an overview of different roles, functions and needs of women and men in the sector.
2. Gender concerns are to be incorporated into the terms of reference for the identification/formulation mission to address and analyse the situation.
3. A gender specialist or a social development specialist with gender expertise needs to assist in the design, monitoring and evaluation of the project
4. Sex disaggregated data is required in all baseline studies and identification of gender specific indicators from the baseline studies

¹ Introductory Gender Analysis & Gender planning Training Module for UNDP staff, 2001

5. Participatory rural appraisal activities that actively involve community level women and men are essential to obtain perspective of the beneficiaries
6. Consultation with national women's machinery at the appropriate level is useful in designing and monitoring of the project
7. Reference to the broad national/international commitment frameworks (Beijing Platform for Action, National women's advancement policy, MDG, CEDAW, PRSP etc) and relevant ministerial plan of actions where they exist would also enhance the alignment with the broader goals.
8. While in partnership, assessing the gender capacity of the implementing institutions as a part of overall capacity development is beneficial for the results to appear.
9. Assigning of and consultation with a Gender task force or gender focal point for further technical assistance and to play the role of a catalyst is also helpful.
10. A cross checking mechanism to match gender related linkages with other projects and programs and incorporate them into documentation is desired.
11. While identifying the risks, assessment of the impact on women and men separately (increased workload, , loss of livelihood etc) tend to make it more balanced in approach
12. Identification of all constraints to women's participation with concrete recommendations for increasing their involvement is also suggested.

Project implementation and monitoring

1. Involvement of national and international gender specialists in project monitoring
2. Consultation with the national machinery and women's groups to ensure that women's needs are addressed in project activities and the relevant information are recorded properly.
3. Devise and measure gender indicators to differentiate male and female beneficiary outcomes.
4. Ensuring that program staff monitor project disbursements so that the inputs are used in befitting way to provide women with equal access to project resources and benefits.
5. Strive towards equal representation of women and men in project management and meetings
6. Create an enabling environment where gender issues can be raised regularly on meeting agenda and reviews with adequate time and attention
7. Ensure progress reports detail sex desegregated data and analysis of progress on gender issues
8. Conduct gender analysis training for staff and counterparts or provide for input of a gender specialist to do this
9. Encourage ongoing learning and training on gender for all staff
10. Integrate gender issues as part of the curriculum in all training courses
11. Encourage women and men to apply for non-traditional jobs and headhunt qualified women and men if required

12. Strive toward equal representation of men and women in all training activities both in-country and overseas
13. Implement family friendly work practices- flexible work hours etc
14. Develop a plan for strengthening the capacity of implementing agencies to be gender responsive in the long term.

Project review and evaluations

1. Ensure that all mission ToR require relevant gender expertise/experience
2. Brief all mission members on relevant gender issues and provide documentation
3. Ensure the program staff understands and applies gender indicators of success and
4. Review draft evaluation report carefully to ensure that gender related omission and successes are reflected

Table 1
Operationalising the Gender Action Plan

Over-arching Gender policy goals	Expected Outcomes	Activities suggested	Expected short terms results (output level)
<p>1. Commitment and accountability at all levels</p>	<ul style="list-style-type: none"> • Gender equality and women’s empowerment fully recognized and supported as a core objective of UNDP and as central to the achievement of the MDGs • GE and women’s empowerment integrated in all policies and programs to enhance development effectiveness • UNDP accountable for program and management performance in promoting gender equality and women’s empowerment and the impact on development effectiveness 	<p>A. <u>Organisational measures</u></p> <p><i>Political will</i></p> <ul style="list-style-type: none"> • A gender focal person/Gender taskforce to lead the changes • All policies, strategies make necessary changes to incorporate gender equality changes • Senior managers institutionalise the topic in every formal and informal occasions (speeches, events, reports, reviews etc) and highlights the agency’s stand <p><i>Culture</i></p> <ul style="list-style-type: none"> • GE to be taken as an organisational value by all and highlighted in all retreats, review meetings, team building exercise etc • A clear understanding for all staff as to the changes this value will bring in (in HRD, program and the agency’s vision/mission and policy statements) • Regular sessions for all staff (old and new) to reinforce the contents and implementation of gender policy, harassment policy and steps to improve workplace 	<ul style="list-style-type: none"> • Gender focal person/ Gender taskforce appointed and working with authority • All policies and strategies are equipped with gender lens • The agency’s commitment is upheld at every formal and informal occasions <ul style="list-style-type: none"> • Value workshop, retreats and other exercises for staff adequately address gender sensitivity • Reduced antipathy between male-female staff regarding the necessity of affirmative action <ul style="list-style-type: none"> • Less incidence of harassment • Redress mechanism to deal with harassment issues established in Country office

		<p>ethics.</p> <p><i>Accountability</i></p> <ul style="list-style-type: none"> • Incorporation of GE issues in the performance evaluation of all staff besides the normal HRD manual • Establishing a realistic work plan to mainstream gender in all units of operations (both thematic and support functions) with a six monthly monitoring mechanism. • Establish an annual monitoring and reporting mechanism from all units highlighting the efforts/good practices in implementing the policy <p><i>Technical capacity</i></p> <ul style="list-style-type: none"> • Arrange regular awareness trainings for new and old staff at all levels • Specialised training for selected staff to build a core of competent professionals • Awareness sessions for partners and counterparts on emerging issues. <p><u>B. Program measures</u></p> <ul style="list-style-type: none"> • Use of GAF for all programs and at all levels of project cycle • Skill building of relevant frontline staff 	<ul style="list-style-type: none"> • Annual performance evaluation also consider contributions to /violations on code of conduct or gender policy implementation • Annual work plans prepared for each unit (both thematic and support functions) along with an action plan with due discussion with relevant staff • Reduction in gaps between conceptual clarity and actual work performance • Enhanced confidence of staff in terms of required skills and better performance • The GAF is being used and feedback received on making it more user friendly • Staff competence in implementation being enhanced through specialised training
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<p>2. Capacities: gender training, knowledge sharing and networking</p>	<ul style="list-style-type: none"> • In-house gender expertise available to support gender mainstreaming in all core priorities • Management and staff capacities enhanced in gender mainstreaming at all levels • The Resident coordinator system and UNCT exercise effective coordination on gender in line with TCPR • Gender mainstreaming in core practices: UNDP recognized for its leadership in engaging men and women in a) reducing feminized poverty, b) women's vulnerability to HIV/AIDS, c) conflict, d) promoting women's rights and equal role in democratic governance, e) access to natural resources and energy services 	<ul style="list-style-type: none"> • Regular use of the Gender Analysis Framework as a living document. • Modification of the HRD policy from gender perspective • Engage in effective and quality partnership with a few the national and international knowledge networks as per the recommendation of the work carried out under Gender TTF. 	<ul style="list-style-type: none"> • Internalisation of gender concepts by staff in everyday life • Ownership of staff on the agenda due to supporting HRD policy
<p>3. Communication and visibility for good practices</p>	<ul style="list-style-type: none"> • Gender knowledge platforms established in four regional centres, SURFs to provide expertise to country offices • Innovative gender mainstreaming initiatives and processes documented and packaged into knowledge products 	<ul style="list-style-type: none"> • Develop behaviour change communication materials from the mainstreaming experiences of the Country office to share with partners, knowledge networks and regional centers. • Two-way communication with regional centres to exchange knowledge and information • Adequate and secured resources (both human, technical and financial) to be earmarked for this purpose. 	<ul style="list-style-type: none"> • Quality communication/BCC materials developed to share in-house and external experiences • A few action research on topics of emerging issues are made available • Different mechanisms established to ensure regular flow of information • Resources are being allocated on a regular and need basis

<p>4. Core and non-core resources aligned with commitments</p>	<ul style="list-style-type: none"> • Increased UNDP core resources for gender mainstreaming and programming • Financial commitment aligned with policy commitments by all units • Non-core resources mobilised for gender programming • Atlas-based system in place for tracking core and non-core investments in gender equality and women's empowerment programs 	<ul style="list-style-type: none"> • Appropriate budgets and other resources to be committed annually for implementing the work plan • Collaboration with other agencies that have already established good practices in order to avoid duplication of work • Acknowledging the fact that gender mainstreaming may require more allocation than any other usual activities. Special fund raising may be required to handle emerging issues 	<ul style="list-style-type: none"> • Budgets and other resources are being allocated against a combined work plan • A handful of quality partnerships are operating in collaboration with UNDP Bangladesh, which is serving both the agency and partners with a wide acceptability and credibility. • Reduced conventional barriers on financial issues within the agency. • More staff are motivated to lead the mainstreaming process
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Table 2
Monitoring the progress of gender mainstreaming

Over-arching Gender policy goals	Activities suggested	Expected short terms results (output level)	Output Indicators	Responsibility
<p>1. Commitment and accountability at all levels</p>	<p>B. <u>Organisational measures</u></p> <p><i>Political will</i></p> <ul style="list-style-type: none"> • A gender focal person/Gender taskforce to lead the changes • All policies, strategies make necessary changes to incorporate gender equality changes • Senior managers institutionalise the topic in every formal and informal occasions (speeches, events, reports, reviews etc) and highlights the agency's stand <p><i>Culture</i></p> <ul style="list-style-type: none"> • GE to be taken as an organisational value by all and highlighted in all retreats, review meetings, team building exercise etc • A clear understanding for all staff as to the changes this value will bring in (in HRD, program and the agency's 	<ul style="list-style-type: none"> • Gender focal person/ Gender taskforce appointed and working with authority • All policies and strategies are equipped with gender lens • The agency's commitment is upheld at every formal and informal occasions <ul style="list-style-type: none"> • Value workshop, retreats and other exercises for staff adequately address gender sensitivity • Reduced antipathy between male-female staff regarding the necessity of affirmative action 	<ul style="list-style-type: none"> • 01 Gender focal person with overall responsibility and one for each priority theme appointed for the action plan period • All policy documents reviewed and modified under the initiatives of the thematic focal points • All formal/informal statements reinforced commitments of the agency on gender equality issues during the action plan period <ul style="list-style-type: none"> • Working sessions on gender implications are framed on 80% of events organised for staff • 30% reduction in resistance of male staff on affirmative actions taken in favour of women 	<ul style="list-style-type: none"> • Senior management • All staff led by senior management • Senior management <ul style="list-style-type: none"> • All staff led by senior management and the thematic focal points

	<p>vision/mission and policy statements)</p> <ul style="list-style-type: none"> Regular sessions for all staff (old and new) to reinforce the contents and implementation of gender policy, harassment policy and steps to improve workplace ethics. <p><i>Accountability</i></p> <ul style="list-style-type: none"> Incorporation of GE issues in the performance evaluation of all staff besides the normal HRD manual Establishing a realistic work plan to mainstream gender in all units of operations (both thematic and support functions) with a six monthly monitoring mechanism. Establish an annual monitoring and reporting mechanism from all units highlighting the efforts/good practices in implementing the policy 	<ul style="list-style-type: none"> Less incidence of harassment Redress mechanism to deal with harassment issues established in Country office Annual performance evaluation also consider contributions to /violations on code of conduct or gender policy implementation Annual work plans prepared for each unit (both thematic and support functions) along with an action plan with due discussion with relevant staff Reduction in gaps between conceptual clarity and actual work performance Enhanced confidence of staff in terms of required skills and better performance 	<ul style="list-style-type: none"> 30% reduction of harassment incidents The committee on harassment is active and functioning with full authority % number of annual performance evaluations considering the contributions to / violation on code of conduct or gender policy implementation Number of Annual Work Plans prepared and % of them being followed during the given timeline 70% of staff have achieved expected level of performance 50% of staff are motivated to take up more initiative 	<ul style="list-style-type: none"> All staff All staff led by thematic focal points All staff Mid and senior management
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	<p><i>Technical capacity</i></p> <ul style="list-style-type: none"> • Arrange regular awareness trainings for new and old staff at all levels • Specialised training for selected staff to build a core of competent professionals • Awareness sessions for partners and counterparts on emerging issues <p><u>B. Program measures</u></p> <ul style="list-style-type: none"> • Use of GAF for all programs and at all levels of project cycle • Skill building of relevant frontline staff 	<ul style="list-style-type: none"> • The GAF is being used and feedback received on making it more user friendly • Staff competence in implementation being enhanced through specialised training 	<ul style="list-style-type: none"> • Number of times the GAF checklist was used by various thematic units • Number of new checklists being formed by own staff 	<ul style="list-style-type: none"> • All thematic unit staff • Selected frontline and mid-level staff
<p>2. Capacities: gender training, knowledge sharing and networking</p>	<ul style="list-style-type: none"> • Regular use of the Gender Analysis Framework as a living document. • Modification of the HRD policy from gender perspective • Engage in effective and quality partnership with a few the national and international knowledge networks as per the recommendation of the work carried out under Gender TTF. 	<ul style="list-style-type: none"> • Internalisation of gender concepts by staff in everyday life • Ownership of staff on the agenda due to supporting HRD policy 	<ul style="list-style-type: none"> • 70% of staff showing behavioural change in everyday life • Reduced number of staff turn over 	<ul style="list-style-type: none"> • All staff • HR and senior management

<p>3. Communication and visibility for good practices</p>	<ul style="list-style-type: none"> • Develop behaviour change communication materials from the mainstreaming experiences of the Country office to share with partners, knowledge networks and regional centers. • Two-way communication with regional centres to exchange knowledge and information • Adequate and secured resources (both human, technical and financial) to be earmarked for this purpose. 	<ul style="list-style-type: none"> • Quality communication/BCC materials developed to share in-house and external experiences • A few action research on topics of emerging issues are made available • Different mechanisms established to ensure regular flow of information • Resources are being allocated on a regular and need basis 	<ul style="list-style-type: none"> • Number of BCC/communications material produced by each thematic unit • 02 action research per year • an entire information system working to ensure the flow • 70 % of activities planned are completed in due time 	<ul style="list-style-type: none"> • All staff of thematic units • Team assigned to carry out the task • All staff • Senior management and Finance Unit
<p>4. Core and non-core resources aligned with commitments</p>	<ul style="list-style-type: none"> • Appropriate budgets and other resources to be committed annually for implementing the work plan • Collaboration with other agencies that have already established good practices in order to avoid duplication of work • Acknowledging the fact that gender mainstreaming may require more allocation than any other usual activities. Special fund raising may be required to handle emerging issues 	<ul style="list-style-type: none"> • Budgets and other resources are being allocated against a combined work plan • A handful of quality partnerships are operating in collaboration with UNDP Bangladesh which is serving both the agency and partners with a wide acceptability and credibility. • Reduced conventional barriers on financial issues within the agency. • More staff are motivated to lead the mainstreaming process 	<ul style="list-style-type: none"> • Number of activities hampered due to resource constraints • Number of partnerships retained till the end of the project period • Number of achievements from among the activity target during the project period • Male-female ratio of staff leading the process during the action plan period 	<ul style="list-style-type: none"> • Senior management and Finance unit • All units and network executives • All staff • Thematic focal points and their associates