

**UNDP South Africa
Gender Mainstreaming Project
Final report
5 December, 2005**

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OVERVIEW

This report concerns a gender mainstreaming consultancy for the UNDP South Africa office undertaken by Gender Links for a period of six months – July to December 2005. The purpose of the gender mainstreaming consultancy was to provide support to UNDP South Africa by designing a process, systems and tools for gender mainstreaming within the UNDP and especially in its programme areas. The scope of the project is described in the Aide Memoire attached at **Annex A**.

Objectives

Substantive objectives of the consultancy were to:

- Undertake a desk review of project documents to assess the level of gender mainstreaming within UNDP SA.
- Participate in the formulation of Country Office Gender Policy and Strategy.
- Train, mentor and monitor UNDP management and staff on mainstreaming gender into specific core programmes.
- Develop a generic gender mainstreaming manual for use by UNDP and its development partners.
- Participate in UN Programme planning that include Country Common Assessment (CCA), Country Cooperation Framework (CCF), UN Development Assistance Framework (UNDAF) and Reporting on MDG to ensure that there is a sufficient inclusion of perspectives on gender in the outputs.
- Foster active linkages with the Regional Gender Project as part of the contribution of the Country Office to knowledge sharing through best practices

Methodology

The table below summarises the key activities in the project.

Summary of key activities

Date	Activities
July/August 2005	- Situation - Needs assessment
8/10/11 August	- Focus group meetings
30 August	- one day gender mainstreaming inception workshop
15 – 16 September	- two day gender mainstreaming policy and strategy workshop
19 October	- GTT meeting
15 November	- one day gender mainstreaming and planning workshop
18 November	- Gender mainstreaming and workplace issues
18 November	Sexual harassment workshop and briefing of 16 days of activism campaign

1. Conducting a needs assessment

The needs assessment aimed to assess the extent of knowledge, abilities and attitudes on gender issues and on gender mainstreaming as well as gaps and areas in which skills/capacity is sought in this respect.

Questions covered: gender and the every day life of participants; gender and their work; gender concepts and gender training. GL conducted the needs assessment using a combination of techniques. A questionnaire (see **Annex B**) was administered to all staff through e-mail. GL followed this up with telephone and face to face interviews to ensure a critical mass of responses.

The needs assessment aided the consultants in identifying relevant methodology and also material for the training workshops. The training material has been compiled in a separate resource kit that accompanies this report.

2. Conducting a situation analysis

GL undertook a situation analysis using the SWOT analysis framework to give an evaluation of the internal (and to some extent the external) environment's potential strengths and weaknesses, opportunities and threats for gender mainstreaming within UNDP South Africa.

The internal situation analysis included a review of different corporate and policy documents; the findings of the needs assessment and interviews with heads of unit and staff to gain a better understanding of the work and the extent to which gender considerations have or can be built into the gender mainstreaming process. GL also later conducted interviews with two staff based in the provincial operation in Kwa Zulu Natal.

Three brown bag lunch focus group meetings with the different tiers of staff (management, professional and administrative) provided an open space for staff to talk about their concerns and expectations. These two exercises made it possible to explore and raise questions for further discussion in the following key areas: planning programming, institutional transformation, monitoring and evaluation, resources allocations and gender management systems.

The external situation analysis looks at key legal and policy frameworks in South Africa that necessitate and provide a conducive environment for gender mainstreaming in the country office. The full report on the situation analysis is attached at **Annex C**.

3. A Gender mainstreaming inception workshop

The workshop involved all staff (administrative, professional and management) to ensure a shared understanding of key gender and gender planning concepts, and the process envisaged for the gender mainstreaming project. The workshop aimed to:

- Develop a shared understanding of what is meant by gender and how this impacts on our lives and in our work.
- Share information on the background to, and discuss the process envisaged for the Gender Mainstreaming Project (GMP).
- Gain a shared understanding of key gender planning concepts.
- Apply these to the work of the UNDP SA.

- Agree on a schedule for Phase Two (drafting of a gender policy and strategy) and Phase Three (action planning workshops in each department).

The workshop started with an introduction to key gender issues and debates in a participatory forum that involved analysing case studies (from advertising material, soap opera material, religion, sayings and proverbs and popular culture, among others) and then defining gender concepts from them. From these case studies, participants defined terms such as sex, gender, stereotypes, gender mainstreaming, reproductive roles and productive roles. Definitions of key gender concepts – such as gender indicators, gender budgeting, gender blind/aware policies, practical versus strategic needs – using case studies followed. The afternoon session focused on identifying the key internal and external gender issues within each organisational unit of UNDP SA and on mapping out the next steps in the gender mainstreaming project.

4. A Gender Policy and Strategy retreat and workshop

This workshop, held on the 15th and 16th September, involved programme and management staff as well as representatives of other UN agencies.

The workshop aimed to bring together different representatives to map out the progress of the country by reflecting on the opportunities, the key challenges and the way forward; and also to reflect on and identify areas in which the UNDP can be involved. The workshop also aimed to bring together project officers and management staff to chart out and develop a gender mainstreaming strategy and plan on of action.

The workshop helped to foster greater understanding of and capacity for gender mainstreaming through a process of dialogue and exchange of experiences and ideas among different stake holders in South Africa on efforts to incorporate gender perspectives into their different areas of work.

Participants exchanged ideas on innovative approaches and methodologies in relation to integrating gender perspectives in policy and programme development and intergovernmental processes; as well as in developing mechanisms and tools to support gender mainstreaming not only within the UNDP, but in other South African institutions.

The dialogue and exchange took place in the form of presentations and discussions in plenary during the first day of the workshop. The participants exchanged views on strategies for increasing the focus on gender perspectives in the substantive work programmes of their entities. As a result, they helped to develop a shared understanding of gender mainstreaming and its main challenges, and how this can inform the gender mainstreaming project of the UNDP.

In-depth group discussions on the second day of the workshop focused on the needs assessment and key issues arising from the audit (the situation analysis). Important also on this day were the group discussions on ways of improving gender mainstreaming in planning and programming, workplace issues, monitoring and evaluation and in gender management systems. A summary of the next stages and steps that needed to be taken to ensure successful gender mainstreaming of the country office were also set out.

The workshop made use of the Gender Policy Checklist developed by GL and attached at **Annex E** to develop a draft gender policy, attached at **Annex F**. The workshop also developed a draft strategy and action plan, refined during subsequent meetings and workshops, attached at **Annex G**. The workshop also established a **Gender Task Team** (GTT) within the UNDP, consisting of heads of unit and the gender focal point.

5. UNDP round three workshops: putting policy into action

Initially, the intention had been to hold detailed workshops within each unit to formulate more detailed action plans, targets and indicators. However, with the UNDPs heavy involvement in Service Delivery Optimisation, several programme staff were out in the field. In consultation with the GTT we therefore agreed to hold three workshops from 15-18 November: one focusing on workplace issues; the other on programme issues; and a third (for all staff) on sexual harassment which had arisen as a concern. GL also briefed UNDP staff on the upcoming Sixteen Days of Activism on Gender Violence campaign that includes cyber dialogues in which staff can participate from their office.

Programme work: The objectives of this workshop were to finalise the gender policy, strategy and action plan; to develop and agree on a gender score card to monitor the implementation of these in line with corporate policy; to share tools and skills for developing gender indicators and apply these to current work plans and to agree on Terms of Reference for the Gender Task Team and the Gender Theme Group and ensure that these play an active role in the UNDAF/CCA process. Draft terms of reference for the GTG developed during the workshop are attached at **Annex H**. GL comments on the UNDAF process are attached at **Annex I**.

The workshop began by identifying key gender issues, strategies and indicators by employing a case study on service delivery. This was followed by a presentation by GL on gender indicators, tools and resources. Later, participants were able to apply and sharpen their knowledge of gender tools and indicators by going through the MDGs and their indicators and attempting to answer the questions "how gender sensitive are the MDGs?" and "how can gender be made more explicit?" Participants made final comments on the draft gender policy in the afternoon session.

There was also a review and critique of the 2006 UNDP work plan and taking into consideration how gender can be integrated into it. This led to several suggestions being made to the work plan committee (see memo at **Annex J**). An important recommendation included that the UNDP ensure in its programming for next year that there is at least one gender specific project. The team proposed that this be on service delivery to survivors of gender violence, given the UNDPs strong commitment to service delivery and gender justice.

The workshop also included discussions on an assessment tool for the gender mainstreaming process and on checklists for ensuring that gender is being mainstreamed in the work of the UNDP. These are attached at **Annex K**. The more detailed resources are contained in the accompanying tool kit.

Work place issues: This workshop grappled with how to achieve the UNDP corporate goal of 50% women in all areas of decision making by 2010, as well as work place concerns like sexual harassment, and led to a strengthening of the work plan at Annex G.

The Sexual Harassment Workshop: During the initial phase of the gender mainstreaming project, several staff raised sexual harassment as an issue that needed immediate attention. GL arranged for Pat Khumalo from the Sexual Harassment Project (SHEP) to give a presentation on the topic.

Khumalo began her presentation by using the new Code on Sexual Harassment as the basis for this very interactive workshop. She highlighted the differences between the old code and the new one and also dealt with the myths and misconceptions surrounding definitions of conduct that constitute sexual harassment.

At the end of the workshop, the DRR, Programmes, who attended the workshop, emphasized the commitment of UNDP to creating a harassment free working environment for its entire staff. He stated that all country office staff had received an email from corporate head quarters regarding compulsory participation in an on line sexual harassment course. He urged all staff to complete the course as soon as possible. He stated that a committee on sexual harassment had been formed and that it would examine recommendations from the workshop. He invited Pat to return to give another presentation to reinforce what people had learnt.

The Sixteen Days of Activism on Gender Violence: GL made the following points:

- The background to the campaign;
- Described the format and structure of the cyber dialogues and urged staff to participate in the dialogues;
- Indicated to participants that there were several dialogues that were directly relevant to their work and that they would find useful;
- Gave participants handouts on how to register and participate.

Limitations

During the last workshop, participants raised a number of issues that limited the gender mainstreaming exercise:

- Despite the SDO thrust of the UNDP, the terms of the assignment did not include field work in the provinces. Interviews with staff involved in this area of work suggest that there is urgent need for gender to be mainstreamed into the SDO process. There is also need for much more in-depth engagement with the Business Services Centre, the main operational arm of the UNDP when it comes to contracting etc. This area is critical for gender mainstreaming.
- The ability of the GTT to input meaningfully into the 2006 work plan was limited by the fact that many of those involved in planning had not been involved in the gender mainstreaming project.
- The consultancy took place at a time of change management and considerable staff movement in the UNDP. The impact of the work now depends heavily on the ability of the GTT to use the tools developed and

skills learned in ensuring that gender is mainstreamed, in all the new institutional arrangements and approaches.

- Some questioned the extent of commitment to gender mainstreaming. GL pointed out that it is often the case that gender mainstreaming is driven by a handful of committed individuals. In this respect UNDP SA is fortunate to be operating in an enabling environment in SA, and to have strong commitment to gender mainstreaming at the most senior management levels.

Outputs

The main outputs of the consultancy include:

- Gender mainstreaming and capacity building needs assessment.
- UNDP SA Gender Policy
- UNDP SA Gender Management System including structures, indicators and monitoring mechanisms and terms of reference for the gender theme group (GTG) and the gender task team (GTT).
- Training materials
- UNDP gender mainstreaming action plan
- Critique of the UNDP 2006 work plan
- Resource kit of tools and methodologies to mainstream gender into specific programmes
- Documentation of the process.

Outcomes

Major outcomes of the gender mainstreaming project include:

- Systems in place to ensure that gender is mainstreamed in all future programmes.
- Capacity building to ensure that this is carried forward.
- Increased knowledge on gender mainstreaming and skills transfer.
- Knowledge and experience of gender mainstreaming from institutions such as SAWID and OSW shared with the UNDP.
- Establishment of a Gender Task Team (GTT).
- Tools (e.g. checklists and action plans) for taking the process forward.

Recommendations

The consultants believe that (bar some adjustments) the original objectives of the consultancy have been met and a solid foundation laid for gender mainstreaming in the UNDP SA. However, much will now depend of the extent to which the policies, plans, systems and structures are now put to work. To ensure progress in the year ahead, GL recommends the following priority measures:

- **Policy and action plan:** A formal launch and adopting of the gender policy and action plan, at a function attended by all staff, to ensure that the policy and its provisions are well known.
- **Gender Advisor:** As provided for in the policy, the immediate appointment of a dedicated Gender Advisor, to be located in the RR's office, who would have the responsibility of coordinating, mobilising, backstopping and providing the relevant expertise.
- **GTT:** Formalising of the GTT and ensuring that gender is written into their job descriptions, as well as the job descriptions of senior managers.
- **GTG:** Establishment of the inter-agency Gender Theme Group (GTG), and ensuring that gender is effectively mainstreamed in the UNDAF/CCF.
- **Work plan:** Ensuring that the suggestions made regarding mainstreaming gender in the 2006 work plan, including having at least one flagship gender

specific project (for example on service delivery to survivors of gender violence) are taken on board.

- **SDO:** Extending the initial consultancy to include a specific analysis and recommendations for integrating gender into the SDO approach; developing tools and checklists for doing so.
- **Linkages in the gender sector:** The UNDP explore the possibility of playing a coordinating role by facilitating linkages between national machineries for the advancement of women (such as the CGE and OSW) with civil society organisations such as SWAID. UNDP could also explore the possibility of using IT to leverage such linkages and empower women.
- **Workplace issues:** Corporate policy on sexual harassment to be made better known to staff including the procedures on the reporting of sexual harassment. A sexual harassment officer to be appointed as soon as possible.
- **Monitoring and evaluation:** Using the gender mainstreaming assessment tool discussed with the GTT to develop a score card and conduct regular monitoring of gender mainstreaming; as well as ensure that gender is integrated into all the performance and programme indicators of the UNDP.

Annex A

AIDE MEMOIRE UNDP SA GENDER MAINSTREAMING PROJECT (GMP)

Synopsis

This aide memoire sets out the objectives, background, process and outputs envisaged from the UNDP SA gender mainstreaming consultancy being undertaken by Gender Links from July to December 2005.

Objectives

The objectives of the consultancy, as set out in the Terms of Reference include to:

- Undertake a desk review of project documents to assess the level of gender mainstreaming within UNDP SA.
- Participate in the formulation of Country Office Gender Policy and Strategy.
- Train, mentor and monitor UNDP management and staff on mainstreaming gender into specific core programmes.
- Develop a generic gender mainstreaming manual for use by UNDP and its development partners.
- Participate in UN Programme planning that include Country Common Assessment (CCA), Country Cooperation Framework (CCF), UN Development Assistance Framework (UNDAF) and Reporting on MDG to ensure that there is a sufficient inclusion of perspectives on gender in the outputs.
- Foster active linkages with the Regional Gender Project as part of the contribution of the Country Office to knowledge sharing through best practices

Background

In September 2003 UNDP published a report titled "Transforming the Mainstream: Gender in UNDP" which examines progress made in mainstreaming gender in UNDP. This identifies major challenges drawn from UNDP experience and makes recommendations. It points to the key importance of the full commitment of the organisation, particularly by senior management. As follow-up to its corporate response to this report, and in line with the Executive Board decisions of 2004, UNDP has developed a Corporate Gender Strategy and Action plan.

UNDP elected to pursue the goal of gender equality and women's empowerment through mainstreaming gender across its core practices rather than establishing a separate practice area for gender equality. The Corporate Gender Strategy has been developed to ensure that its policies and programmes are fully in line with this objective in a consistent and institutional way, beginning in 2005.

To assist country offices in achieving these goals, funds were made available through the Gender Thematic Trust Fund supported by the Government of the Netherlands in 2005. It is under this programme that the gender mainstreaming consultancy is taking place.

UNDP SA has also been part of a system-wide evaluation on gender mainstreaming. The findings of this evaluation are being taken into account in designing a gender mainstreaming system for the country office.

The main sectors in which the UNDP SA is involved are social development (including HIV/AIDS); governance and sustainable development. The Country Cooperation Framework extends until 2006 and the UN Development Assistance Framework (UNDAF) is being reviewed. There will be a strong emphasis in the future on service delivery and on more coordinated UN responses to country needs led by the UNDP which is responsible for coordinating the work of all the UN agencies.

This is therefore an ideal moment to put gender mainstreaming mechanisms into place. An important part of the Gender Management System (GMS) will be to review job descriptions, performance agreements, and overall programme performance indicators to ensure that gender is "embedded" in UNDP SA practices.

Targets

While this project is targeted at UNDP SA, it would be prudent to involve the other UN agencies and seek their collaboration at an early stage, to ensure synergies in the later stages.

Process

The main steps in the project include:

- A **situation analysis** involving interviews with heads of unit and staff to gain a better understanding of the work and the extent to which gender considerations have or can be built into this (July/August)
- A **needs assessment** administered to all staff via E Mail, phone and some direct interviews. This seeks to assess the extent of knowledge/attitudes on gender issues; gaps and areas in which skills/capacity is sought. (July/August).
- Three brown bag lunch **focus group meetings** with different tiers of staff (management, professional, administrative) on 8, 10 and 11 August. These informal meetings will allow all staff to speak freely about issues that they may have raised in the needs assessment or any other concerns/expectations that they may have of the process.
- A **GMP inception workshop** on **30 August** involving all staff to ensure a shared understanding of key gender and gender planning concepts, and the process envisaged for the GMP.
- A **Gender Policy and Strategy** retreat and workshop from **11-13 September** that will involve programme staff and management as well as representatives of other UN agencies.
- **Gender action planning workshops** in each unit that will address the specific work and content of each programme; agree on action points and key performance indicators. These one day workshops with each unit will take place in September/ October on dates to be agreed with the units.
- **Review of performance agreements** so that gender is integrated into these. This will take place alongside the action planning workshops and to coincide with the UNDP work cycle so that any changes that are proposed can be built into the next evaluation period.
- **Composite strategy and action plan:** There will be a one day meeting in November to review the composite strategy and action plan and to discuss the link between this and the new country framework that will come into place next year.

- **Capacity building:** This will be guided by the needs assessment but is likely to take the form of on-the-job support and backstopping as part of the action planning and implementation.
- **Tools and references** will be tailored to the needs of each department and draw on a range of materials, including a package that has been developed by Gender Links as part of its gender and governance programme.
- **Structures and forums:** An important part of the process will be to establish a Gender Management System (GMS) within the UNDP and to revive the inter-agency Gender Forum. This will include drawing up Terms of Reference for those directly involved. At a broader level GL will explore with staff topics on which they may wish to have monthly discussions e.g. sexual harassment, gender and the media, to broaden knowledge and understanding. Different speakers will be invited to address these; from in-house and outside the organisation.
- **Documenting the process and best practices:** An important part of the brief is for GL to document the process, strengths and challenges; methodologies and materials so that these can be shared within the UNDP. GL has already been in contact with the regional gender advisor, Janet Macharia, to ensure coordination with other UNDP offices where this process is also being undertaken.
- **Evaluation:** The project is due for completion by December. An evaluation of the overall process will be held with the consultants at a date to be determined towards the end of the consultancy.

Outputs

- Gender situation analysis of UNDP SA.
- Gender capacity building needs assessment.
- UNDP SA Gender Policy, Strategy and Action Plan.
- UNDP SA Gender Management System including structures, indicators and monitoring mechanisms.
- Training materials.
- Skills transfer.
- Documentation of the process.

Outcomes

- Systems in place to ensure that gender is mainstreamed in all future programmes.
- Capacity to ensure that this is carried forward.
- Knowledge and experience shared with other UNDP offices.

Annex B



GENDER MAINSTREAMING NEEDS ASSESSMENT QUESTIONNAIRE TO BE COMPLETED BY ALL UNDP SOUTH AFRICA STAFF MEMBERS

Dear colleagues

Further to the memo from the DDG-P concerning the gender mainstreaming project being undertaken with assistance from Gender Links, please find below the needs assessment form in preparation for the Policy and Strategy Retreat that will take place from 21 – 23 August.

This questionnaire is not a test and there are no right or wrong answers. It will simply help us to understand better what needs to be done. It should not take you long to complete – please write whatever comes to mind. If you are uncomfortable with any particular question, please feel free to leave it out.

Please complete by Monday 25 July and return to Liesl Gertholtz at gertholtzl@law.wits.ac.za. Should you have any queries please contact her at 083 600 3592

Please place an X in the appropriate box where there are choices or answer in your own words in the space provided.

A. Personal information

1. Name:
2. Sex: Female
 Male
3. Designation:
4. Job description : Administrative/ support staff
 Professional staff
 Management
5. Please describe briefly what your job involves?

B. Gender and your every day life

6. When did you first become aware of the different roles that women and men are expected to play in society (you may wish to relate a story to illustrate this)
7. In what do you experience gender in your every day life (for example, you may be juggling home and work responsibilities. If so, what are these?)
8. Have you ever felt unfairly discriminated against because you are a man or a woman?
- Yes
No
Not sure
9. If the answer is yes, please describe briefly how this came about and how you responded.

C. Gender and your work

10. Do you think that gender is important to your work?
- Yes
No
Not sure
11. If you answered yes, please state briefly why you think so:
12. If you answered no, please state briefly why you think so :
13. Is gender ever spoken about in your unit or area of work?
- Yes
No
Not sure
14. If so, what is said and do you feel that advancing gender quality is one of your responsibilities?

D. Gender concepts

15. What do you understand as the difference between sex and gender?

16. How would you respond to the following statements?

- Sex work should be legalized

Yes
No
Not sure

- Men should be entitled to paternity leave

Yes
No
Not sure

- The Constitution should guarantee that women occupy half of all decision making positions

Yes
No
Not sure

- Girls who fall pregnant at school should be allowed to complete their studies

Yes
No
Not sure

- A woman who wears a short skirt and who walks on the street late at night is asking to be raped

Yes
No
Not sure

- It is because women sleep around that HIV is spreading in communities

Yes
No
Not sure

- Women who ask their husbands to use condoms are unfaithful – women who are being faithful to their husbands do not worry about condoms

Yes
No

Not sure

17. What do you understand by gender mainstreaming?

18. Have you ever used any gender mainstreaming tools in your work?

Yes

No

Not sure

19. If the answer is yes, could you briefly describe what these were, why you used them, and in what way they are of assistance?

20. Please think of and state at least one gender performance indicator in your area of work (for example, if you are in human resources, achieving gender balance at all levels of the UNDP South Africa)

Gender training

21. Have you ever received any gender training?

Yes

No

22. If so, please describe briefly the nature of the training :

23. If you have not received any gender training, do you think that it would be useful? If you have received gender training, do you think additional training would be useful?

Yes

No

24. Are there any specific areas that you would be interested in learning about? Please describe these briefly :

25. What are your expectations about this gender mainstreaming exercise?

Annex C



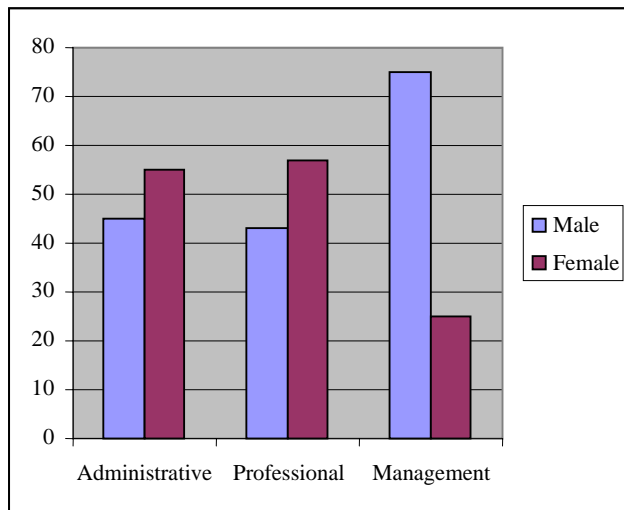
**UNDP SOUTH AFRICA GENDER MAINSTREAMING
NEEDS ASSESSMENT**



A. Personal information

	Male	Female	Total
Administrative	10	12	22
Professional	6	8	14
Management	3	1	4
Total	19	21	40

Figure 1: Percentage of staff members according to sex and job designation



3. Designation

Designation	Male	Female
Administration	<ul style="list-style-type: none"> - Logistics assistant - Accountant - Programme assistant - Finance associate - Driver/clerk - Driver/clerk - Programme associate. 	<ul style="list-style-type: none"> - programme assistant - programme assistant - Operations assistant - Secretary - Finance assistant - Administrative assistant - UN volunteers office: operations assistant. - Provincial coordinator - Finance and administrative associate. - Finance/admin assistant
Professional	<ul style="list-style-type: none"> - Programme officer - Integrated Development Planning Specialist - Programme Officer - UNDP-SA Programme Officer 	<ul style="list-style-type: none"> - Leadership officer - Programme officer - Deputy RR (Operations) - Programme officer - Programme Manager - Programme Officer (HIV/AIDS social Development unit) - Provincial programme coordinator
Management	<ul style="list-style-type: none"> - Assistant RR - Assistant RR - Provincial coordinator 	<ul style="list-style-type: none"> - Assistant RR

5. Please describe briefly what your job involves?

	Male	Female
Administrative	<ul style="list-style-type: none"> ❖ Logistics within the UNDP business service centre that includes contact with the host government regarding protocol issues and with other UH agencies in SA ❖ Preparing financial reports; payments to suppliers; general accounting. ❖ Procurement and logistics; managing budgets; monitoring expenditure. ❖ Procurement ❖ Operations support. ❖ Ensuring quality and integrity of financial information processed. ❖ Driving the project car and also clerk assisting in office work. ❖ Driver and assisting the admin associate. ❖ Provide technical support to programme staff. 	<ul style="list-style-type: none"> ❖ Managing office programme logistics; making provincial programme diary; periodic financial reports; procurement of quotes and services ❖ To provide administrative and programmatic back stopping of all projects under governance. ❖ Assist the DRR/O and ARR/O in managing their diaries; facilitate conferences and workshops for the CO; do budget checks and revisions, to make sure that budgets for CO correspond. Quality controller for DRR/O – payments that are brought for signature have to be monitored to make sure they have supporting documents. ❖ Management, travel arrangements for the Resident Representatives ❖ Settlement of bills/invoices; communicating with our vendors interacting with colleagues. ❖ Typing of minutes, coordinating UN common services committees. ❖ Finance, Hr, budget review etc. ❖ Coordinate programmes ❖ Administration, office management, finance planning. ❖ Provide admin and financial management support to the joint youth and HIV/AIDS programme.
Professional	<ul style="list-style-type: none"> ❖ Functioning as a substantive professional aide to the Assistant Resident Representative for Governance and Regional Integration and assist with administering UNDP's technical cooperation on the implementation of Government's poverty reduction initiatives 	<ul style="list-style-type: none"> ❖ Looking at a programme called leadership development for results; capacitating leaders in aspects of emotional intelligence in terms of HIV/AIDS and poverty.

	<ul style="list-style-type: none"> ❖ Programme Manager: Poverty Reduction through Local Governance, focusing on the Integrated Sustainable Rural Development Programme (ISRDP) and the Capacity Building for Local Governance (CBLG) Programmes. Managing the implementation of these two programmes which are both being partnered with the National Department of Provincial and Local Government (DPLG). ❖ Mainstreaming of HIV & AIDS into the IDPs ❖ Policy advice on issues related to poverty, the MDGs and donor harmonization; management of the Policy and Strategy Unit. ❖ Conceptualization, project formulation, monitoring and evaluation of GEF projects portfolio in South Africa. ❖ Technical assistance to staff in project management, monitoring and evaluation and planning related to HIV/AIDS ; supervising junior staff and attending meetings 	<ul style="list-style-type: none"> ❖ Providing management and coordination support to a joint United Nations youth HIV/AIDS programme. ❖ Managing financial and human resources by applying UN rules and regulations, and delivering optimum services to clients. ❖ Designing and implementation of programme strategies and liaising with stakeholders- government, civil society organisations ❖ My job entails coordinating the UN Habitat Agenda and contributing to the Human Settlements issues. I work with the government (Housing, DWAF, and DPLG. UN Habitat's major activities also contribute the MDGs in particular Goal 7, Target 10 and 11 (water, sanitation and slums ❖ Implementation of programme strategies; management of the co programme; creation of strategic partnership and implementation of the recourse mobilization strategy; provision of top quality advice services to the government and facilitation of knowledge building management.
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Management	<ul style="list-style-type: none"> ❖ Support to the SA Government and SA Civil Society to ensure a sustainable natural resource base to assist in meeting the country's poverty eradication objectives in meeting its obligations under the international environment conventions it has ratified ❖ Provides substantive support to DRR/P (Programme Director); manages the Governance and Regional Integration Unit; lead unit programme development and management; oversee programme monitoring and evaluation ❖ Coordinate the three components of the project: leadership development for results; community capacity enhancement process and IDP. To establish networks and partnerships. 	<ul style="list-style-type: none"> ❖ Manage and oversee the Social Development and HIV/AIDS Unit's portfolio- ensuring appropriate work planning, budgeting, expenditure control, reporting, monitoring evaluation and auditing; Analyze and keeping abreast of economic, social and political factors which affect sectoral or national development priorities and programmes; ❖ Developing strategic partnerships with the SA government, donors and civil society, mobilize resources for the Unit's work
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B. Gender and your every day life

6. When did you first become aware of the different roles that women and men are expected to play in society (you may wish to relate a story to illustrate this).

Socialisation at school, at home and in society generally is cited as the main influence on gender consciousness by both males and females. However, it is noticeable that female respondents also give personal accounts of moments when they became aware of the different societal expectation on the roles of men and women:

- When I started to work and found myself coordinating a NGO's network. I was young and female and I had to coordinate the work of older men and it was difficult!
- Early Childhood. I have 5 brothers and as we were growing up I noticed how differently my parents treated them. Often times they were granted more privileges. For example they we allowed to play till late at night and we were not.

Male	Female
<ul style="list-style-type: none"> ❖ Around 5 yrs ❖ During university studies. I did a course that talked about women empowerment. ❖ Since the independence of South Africa. ❖ Before coming to the UN. I was working for the national department of health dealing with the men in partnership about HIV/AIDS. ❖ When I was young. I was brought up by grandmother. ❖ A couple of years ago. ❖ From an early age as I observed males tend to do chores that involve physical strength. ❖ Early childhood. Observing society. ❖ When I was a very young child (6 or 7), at home in the family setup. ❖ 1986 ❖ Probably at university where my studies in literary theory introduced me to radical feminist thought and the socio-economic power discourses that construct gender roles and expectations. ❖ I was born in a family/village where division of labor/roles between men and women characterizes the way of life. I did not have to be aware-it was like how things supposed to be-God's "creation". ❖ Don't know. ❖ Since birth my parents have informed me that men and women are different, as is physically evident, and play different societal roles. ❖ At a very young age. I have a sister and a 	<ul style="list-style-type: none"> ❖ When I started working. I didn't feel that men and women can do things differently. I used to hear older women complaining that they need equality with men. ❖ My first year at varsity. I did sociology and I studied gender roles and responsibilities. ❖ When I joined UNDP, 1995 ❖ That is something I was brought up believing. The community's influence, for example men have to work, women raise children. ❖ On noticing the disparity of men and women in leadership. ❖ From a community meeting in one of our projects. ❖ Today- because I used to look at the roles of men and women but in terms of culture and how I was brought up. ❖ At school. Girl children would be scrubbing the floor or cleaning and the boys would be doing other thing like playing soccer. ❖ Since I was a little girl I grew up knowing that women cook and take care of children and that men work in the fields and provide for their families. ❖ At the age 5/6. Mummies took care of babies and their homes while daddies worked. ❖ Fortunately, I grew as a girl whose parents had given equal opportunities to both my brothers and myself. ❖ As I was growing up, my brothers were assigned different tasks from those assigned to my sisters and myself. We were responsible for the house chores like dishes, washing dishes etc, while they worked in the field taking care of livestock. ❖ Long ago (possibly '80s or so). In SA most African cultures clearly treat children differently. As early as when a child is born, naming the Child is loaded with stereotypes. Boys are often name Mzwakhe

<p>brother. Related more to job specificity. Sister was not expected to go into the family business, but my brother and I were.</p> <ul style="list-style-type: none"> ❖ Socialization through church and school ❖ Before joining UNDP, and after the Beijing conference. 	<p>(Owner of the house), Vusumuzi (Builder of the house), Zwelakhe, Mandla etc while girls are given names that do not exhibit that "power". This is then followed by the toys that parents buy for children. Boys would get toys like cars and guns while girls get dolls, cups, plates etc (for domestic use). In most families house work is the responsibility of girls while boys play with their friends. Thus responsibilities are not equally shared and we become surprised when men do not play any role in sharing certain tasks which are the responsibility of "girls" in terms of their upbringing.</p> <ul style="list-style-type: none"> ❖ When I started to work and found myself coordinating a NGO's network. I was young and female and I had to coordinate the work of older men and it was difficult! ❖ My cultural background prescribed this for me; different roles between women and men. ❖ Early Childhood. I have 5 brothers and as we were growing up I noticed how differently my parents treated them. Often times they were granted more privileges. For example they we allowed to play till late at night and we were not.
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7. In what ways do you experience gender in your every day life (for example, you may be juggling home and work responsibilities. If so, what are these?)

While both males and females experience gender in similar environments, (at home, at work, in church), women tend to give more personal accounts of how they experience gender in their every day lives compared to those given by their male counterparts. For example:

- **Male:** Through observing female colleagues and friends having to balance office responsibilities with family demands of picking kids up from school, assist them with homework and preparing dinner.
- **Female:** My husband and I both work and come home late. Most of the time he comes earlier than myself but I still have to make sure that dinner is prepared and served. He is not obliged to prepare it, whereas I am expected to do it whether I feel like it or not.
- We would come back from work with my husband, but the first thing he would do is to read a newspaper and I would be expected to offer him a plate of food yet my job was strenuous one, standing the whole day. For him this is a norm.

However, it is significant that many men mention helping with household chores and one mentions inculcating gender sensitivity into parenting; although this is challenging given the environment and norms outside the home.

Male	Female
<ul style="list-style-type: none"> ❖ At work. Sometimes women don't do certain things because these things are done by men. They have always been like that. ❖ Family (I have a spouse and a daughter); at work and also at church. Church – most ushers are women. During matches against child abuse, its women that protest although the culprits are men. ❖ Church, work ❖ There is no issue of gender anymore in my view. We all work and we also help each other at home. ❖ To me there is a thin line between males and females in the sense that men can do what women do and also women can do what men do. It is only a question of how liberal one's mind is. As much as women are experts in domestic duties it does not mean that men can't do them, 	<ul style="list-style-type: none"> ❖ Everyday life. I don't feel gender discrimination. ❖ Being a mother and working. I have to be both but some people do not understand. ❖ Mother of 3 kids, husband and career ❖ Home –running, e.g. laundry, cooking etc. ❖ Men have not been properly sensitized in practicing gender equality. Women still do not get enough space and time to develop professionally because men are not willing to take certain home responsibilities. ❖ The experience has been accepted as a norm. ❖ Different responsibilities for men and women at home e.g. changing the baby's nappies, cooking and cleaning etc. Coming back from work in the evening and still have to do the cooking, washing, ironing and soon and having to prepare my daughter for school. ❖ It's the norm. As a woman there are roles that come with it. E.g.

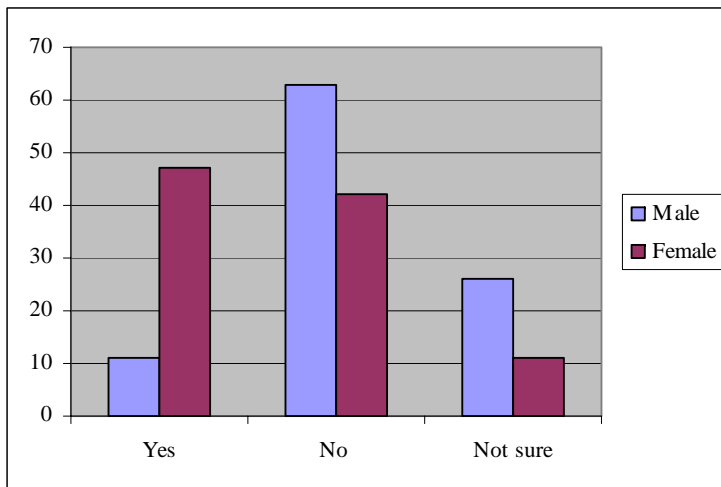
<p>and just because men used to be providers it does not mean that women cannot provide for their families.</p> <ul style="list-style-type: none"> ❖ Mostly at home you will find out that there are prescribed jobs for men and women then if you don't do the prescribed job for men they start to complain as if there is no man in this home and this is new South Africa we are equal so we should be equal even in jobs. ❖ At home: I live on my own and I am able to do chores that have traditionally been the domain of woman, such as cooking, cleaning, laundry, ironing etc. I don't mind this and quite like it as I was brought up to live independently. I would still do these even if I have to live with a woman. At work: I work with a gender-mix of people and I have not had any problems with any gender related issues but it is disappointing to see more females employed at Programme Assistant level. It would be refreshing to see more females occupying Programme Officer and Assistant Resident Representative positions in the future. ❖ At home, in my family we have distinct roles that my wife and I play as heads of the household. ❖ I spend a lot of time trying to inculcate gender-sensitive notions with regard to my parenting – often hard given that outside of the home my child experiences very different messages with regard to gender and the role boys and girls are supposed to play. ❖ At work too. ❖ Gender experience in doing household chores and raising children as well as ensuring upkeep of the family. ❖ Father, partner, home maker ❖ Through observing female colleagues and friends having 	<p>cooking, taking care of the baby, etc.</p> <ul style="list-style-type: none"> ❖ I am a single parent who is also a professional woman. At times it is not easy to meet the expectations of both roles satisfactorily. ❖ Nothing significant ❖ My husband and I both work and come home late. Most of the time he comes earlier than myself but I still have to make sure that dinner is prepared and served. He is not obliged to prepare it, whereas I am expected to do it whether I feel like it or not. ❖ Yes I am juggling these responsibilities but I have extra help at home. ❖ We would come back from work with my husband, but the first thing he would do is to read a newspaper and I would be expected to offer him a plate of food yet my job was Strenuous one, standing the whole day. For him this is a norm. In the work environment – I have colleagues who relate to me because I am a woman and not because I am a professional doing a job.
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to balance office responsibilities with family demands of picking kids up from school, assist them with homework and preparing dinner.

- ❖ I don't see any differentiation. My wife is basically doing everything at home while am away– except physical things – and when I go back everything is ok.

8. Have you ever felt unfairly discriminated against because you are a man or a woman?

Figure 2



- As the graph shows, a higher percentage of women (47%) than men (11%) have felt unfairly discriminated against because of their sex. One woman commented that this discrimination is often subtle; for example she feels that she would be listened to more if she were a man.
- The gap between females who feel they have been unfairly discriminated against and those that say no (5%) is smaller than in the case of males. The gap between those that have felt unfairly discriminated against and those that haven't is 31%.
- However, a higher proportion of males (26%) than females (11%) are unsure whether they have received unfair discrimination owing to their sex.

9. If the answer is yes, please describe briefly how this came about and how you responded.

- Compared to men, women give more personalised first hand accounts of how they have faced discrimination owing to their sex. This is not confined to the experience of work, as in the case of males, but extends to other environments such as the home and the public arena.
- Some men perceive the advancement of women as a threat to their personal and professional status. Gender mainstreaming in these instances is perceived as a process and strategy that will marginalize the needs, aspirations and achievements of men. It is also seen as a strategy that over-privileges women.
- In such instances, the concept of gender mainstreaming is reduced to the two categories of women and men, and not used to take into account the relations between women and men.
- It is important to help individuals to examine their own experiences and perceptions of exclusion and privilege, and distinguish between those which are rooted in gender inequality and those which mirror differences in competency and performance.

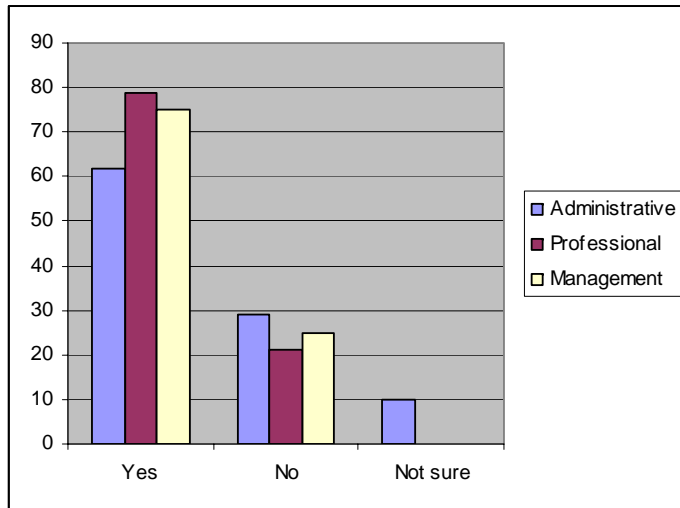
Male	Female
<ul style="list-style-type: none"> ❖ When amongst majority of women I feel I am displaced. ❖ The current insistence on gender balance has meant that even if qualified a room should be given to the currently disadvantaged gender member who may not be qualified for the job. ❖ The fact that affirmative action now targets women and men automatically have more hurdles is sometimes difficult. would be good when we come to maturity and select people purely on the basis of their ability without prejudice. 	<ul style="list-style-type: none"> ❖ My father would never allow us (females) to eat eggs under the explanation that 'women do not eat eggs'. ❖ In meetings, in the public arena. When you are a woman, coupled with being black, men and white women do not take you very seriously. My response has been to clamp up and not to be vocal nor to express my opinions freely. ❖ As I grew in my career, I had always noticed that as a woman, my achievements were not easily recognized as those of my male colleagues. ❖ Many a times, this has been done very subtly. You can say for sure but you always know that because you are a woman, you are not been taken serious or you are excluded from participating in certain tasks. It has happened in my workplace and also in my social life, especially in church. ❖ For a while I was writing emails that my boss (a male) would sign then little by little, he ensured I gained some credit and at the end was sending emails on my own name! ❖ I am not sure if it was racial or gender. This white guy gave me a

	<p>waste paper basket to empty when I entered his office.</p> <ul style="list-style-type: none">❖ In the bad old days – In the workplace, because I was a woman I received less salary for the same job (teaching) as my male counterpart. Because I was already sensitive to gender issues, I belonged to women's groups that empowered me to speak out against this form of discrimination. Then I was instrumental in the formation of a democratic teachers union that took up the issue of parity.❖ Women are generally regarded as inferior in driving.
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C. **Gender and your work**

10. *Do you think that gender is important to your work?*

Figure 3



The survey revealed a strong general consensus that gender is important to the work of the UNDP, with a higher proportion of administrative staff (29%) than any other category stating that gender is not important to their work. It is also of concern that 25% of management and 21% of professional staff do not consider gender important to their work. This points to the need for conscientisation and buy in at all levels.

11. If you answered yes, please state briefly why you think so:

Most of those who answered yes, particularly at the professional and management level, cited national and international (UN) commitments to bringing about gender balance.

	Male	Female
Administrative	<ul style="list-style-type: none"> ❖ Driving requires you to be always on the road. Women don't drive as men do, meaning the job is not right for women. Women sometimes don't drive as easily as men. Sometimes they drive on the fast lane at 60km and a Man is coming at 120. So you get rude and they point fingers. Sometimes they are looking in the mirror and applying things to their faces on the road. ❖ To cover up the issues on gender and opening up of opportunities. ❖ Representation ❖ There are jobs that need male gender like hard working jobs; good decision making like the one President Thabo Mbeki has taken in appointing DP Phumzile Mlambo Ngcuka. For women it is difficult to take such decision meaning that that a leader should be able to take hard decisions. Gender is important. ❖ What a man can do a woman can do. ❖ As an international organization it needs to be in the forefront of gender equality. 	<ul style="list-style-type: none"> ❖ There are projects and policies that are put in place to address gender equality. ❖ Women need to be empowered and should not only be restricted to administrative/supportive roles. ❖ Reporting on social issues in human development as it is in my areas of work makes it important to ensure that a gender balance/ mainstreaming are always taken into account. ❖ To give women a chance in a male dominated world. ❖ So that people realize that men and women are valued as equals. Decisions made should cover both women and men. ❖ Women have been streamlined for a long time and therefore creating the impression that they are incapable so I believe we deserve a fair opportunity to prove to ourselves that we are as efficient as men.
Professional	<ul style="list-style-type: none"> ❖ It is core to the development agenda in South Africa as females make up over 50% of the most marginalized and poor in the Country. ❖ Because of the make up of the South African population 	<ul style="list-style-type: none"> ❖ Today women are an integral part of the world of work and are steadily moving into positions of influence/power. At the same time however, their familial responsibilities/obligations remain

	<p>and the importance of gender and equality within the UN system.</p> <ul style="list-style-type: none"> ❖ Each has an equal role to play ❖ Gender dynamics within South Africa's patriarchal social formation are often complex and can impact on relationships both within the office as well as impinge on the design and implementation of programmes. It is important that these dynamics and their effects are well-understood and adequately managed. ❖ Women in this organization are qualified and have potential to succeed, they are not awarded the opportunity. ❖ Healthy environment is a human rights issue. So both men and women are equally entitled to, and equally responsible for its management. ❖ HIV/AIDS is linked with gender issues and I am the gender focal point. I noticed gender issues in the office. ❖ Sure it is since HIV transmission and socioeconomic advancement are gender-determined to some extent. 	<p>the same. It is thus important for organizations to provide a supportive environment for working women and take into account their roles/obligations as mothers.</p> <ul style="list-style-type: none"> ❖ Gender approach is the most critical aspect of my work, and it is integrated in all aspects of the work processes – such as recruitment, selection, and distribution of roles to engaging both male and female employees. ❖ I work in the HIV/AIDS field, and it is a known fact that HIV/AIDS affects men and women differently, and women seems to bear the brunt of the disease. It is therefore important in the work I do that the gender dimension is addressed to bridge the gap between men and women ❖ In housing, previously the title deed was in the man's name and women were not included. This gave men power as owners of the property while women were not counted as co-owners. Some men would also evict/threaten their wives. This law has changed but some women are still not aware. ❖ The crisis of the growing informal settlements impact more on women's safety than men. Access to basic services like water sanitation and shelter exposes women to all problems. It is a problem for women to share a public (shared) toilet daily which is not always favorably located. Women/girls have to walk between many shacks in order to access a toilet that is often not well kept.
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Management	<ul style="list-style-type: none"> ❖ Because of previous imbalances, for a while we should ensure that adequate levels of women and men actively participate in projects and derive benefits. Within the unit, because our constituency consist of men and women, the composition of our unit should itself reflect a gender balance ❖ significant in ensuring that development programm incorporate gender considerations 	<ul style="list-style-type: none"> ❖ Whilst gender equity is vigorously promoted within the UN system - this does not necessary mean that it employers have internalized gender equality and equity. Therefore to ensure mainstreaming gender into everything we do (within the workplace and projects) is a positive move.
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12. If you answered no, please state briefly why you think so:

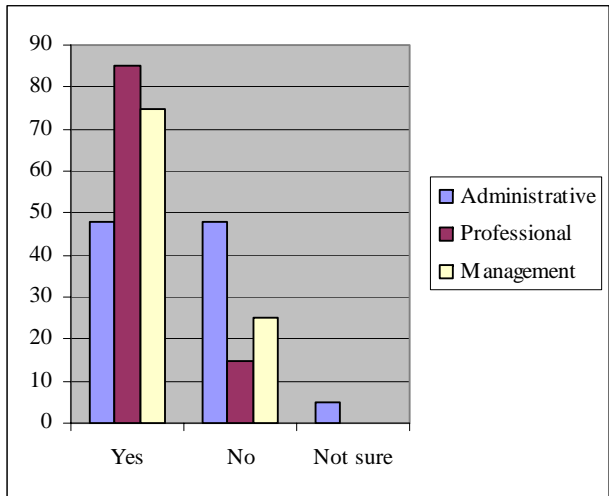
The few who answered no and explained why took the view that there is no need to “make a fuss” about gender because women and men are equally competent.

	Male	Female
Administrative	<ul style="list-style-type: none"> ❖ Women can do what men do. ❖ Well anybody can perform these tasks whether male or female. 	
Professional		<ul style="list-style-type: none"> ❖ It’s a matter of skills and experience. A man or a woman can do it.
Management	<ul style="list-style-type: none"> ❖ The work that I do has nothing to do with sexuality. Anyone can do it. 	

13. Is gender ever spoken about in your unit or area of work?

As the graph below shows, more professional and management staff indicate that gender is spoken about in their areas of work. Gender is less talked about at the administrative level with 48% of respondents from this category saying no. Some administrative staff felt that they are being bombarded with information while others described their job as “purely administrative”, implying that advancing gender equality is not one of their responsibilities.

Figure 4



14. If so, what is said and do you feel that advancing gender equality is one of your responsibilities?

Some of the respondents noted that although gender and gender equality is a topic that is talked about in the UNDP, this has not been translated into action. In addition, no clear guidelines have been provided to employees on how to mainstream gender in their different programme areas and therefore transform the organization to be gender balanced and sensitive.

Some of the most talked about gender issues are:

- Sexual harassment
- The impact of gender imbalance in the organization
- Giving preference to qualified women when recruiting employees.
- Creating opportunities and promoting the participation of women in certain programmes
- Considering the plight of women in developing countries
- Empowering project staff to mainstream gender into their programme areas.

	Male	Female
Administrative	<ul style="list-style-type: none"> ❖ Celine keeps sending emails about gender. I don't take them seriously because I focus more on what is expected from me at work and gender is not one of my responsibilities. ❖ Gender equality should be emphasized; sexual harassment. ❖ That we need to promote gender. ❖ That we should be gender balanced and sensitive. ❖ Yes it is because even when HR advertises post they always mention that women are encouraged to apply. ❖ Promotion of participation of women in programme areas and considering the plight of women in developing countries. 	<ul style="list-style-type: none"> ❖ It's not directly my responsibility but support the women that are given power.
Professional	<ul style="list-style-type: none"> ❖ Yes, since promoting gender equality and 	<ul style="list-style-type: none"> ❖ Most programmes talk of balancing the scale of men and

	<p>empowering women is a key MDG target, I have been required to ensure that this target and the principle of advancing gender equality is mainstreamed into some of my programmatic activities (particularly the Eastern Cape Provincial Growth and Development Plan) project.</p> <ul style="list-style-type: none"> ❖ Whenever we are recruiting and giving leadership roles on short internal management roles within the unit ❖ Gender equality and it is one of my responsibilities ❖ Discuss the way in which progress on gender-related issues can be adequately measured so that appropriate policy measures can be formulated to deal with some of the manifestations of gender inequality. ❖ It is always said: we need to develop and give opportunities to women in environmental conservation and management. Yes, it is one of my responsibilities. 	<p>women and attracting men in some programmes such as community development. You find that in such a programme, they are there as decision makers and don't participate in the actual activities. On the other hand, we struggle to get women into leadership.</p> <ul style="list-style-type: none"> ❖ Not much. ❖ Advancing gender equality is giving equal opportunity to both women and men. The other important aspect of gender equality is to prevent prototypical attitude towards women. ❖ It is often said that we need to mainstream gender into our interventions, but very little is said about how this should be done. Definitely, it is my responsibility to advance gender equality, even beyond my work environment. ❖ Yes, we talk about Gender a lot but I do not think we doing as much.
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Management	<ul style="list-style-type: none"> ❖ Assume “equality” is meant. Unit staff discuss ideal profile of candidates for internal jobs as well as for opportunities associated with projects. Generally I, and I think most of my colleagues, feel that the best candidate should be selected, irrespective of their gender, but, if two candidates have similar abilities, then a women candidate should be preferred. ❖ Considerations of work life imbalance and impact thereof; gender equality is one of the key responsibilities in management 	<ul style="list-style-type: none"> ❖ It is part of our core business as a unit, especially now to ensure gender mainstreaming in the country office and more important to empower project staff mainstream gender into project documents.
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D. Gender concepts

15. What do you understand as the difference between sex and gender?

There is considerable confusion concerning the difference between sex and gender especially at the administrative level where gender and sex are seen as interchangeable. The differences are more clearly understood at professional and management levels.

	Male	Female
Administrative	<ul style="list-style-type: none"> ❖ Sex is the activity and gender is something that is the difference between men and women. ❖ Sex = intercourse; gender = male and female ❖ The two go hand in hand. ❖ Sex equals how you are born either male or female and gender is who you are. ❖ Participation of all sexes (male/female) in issues at work, church and the country as a whole. ❖ To me they are the same. ❖ Sex describes the biological difference between men and women. ❖ Sex is biological difference and gender is social positioning of roles or assumptions. 	<ul style="list-style-type: none"> ❖ It's the same ❖ Sex refers to anatomy, difference between men and women while gender goes beyond it and looks at society and roles and responsibilities. ❖ Sex is – according to the dictionary – each of the main groups (male and female) into which living things are categorized on the basis of their reproductive functions while gender is a person's sex, don't see a difference unless sex is used with another meaning. ❖ Not very sure of the difference ❖ Gender is strictly male and female. Sex is more ambiguous (has a dual meaning) which could be intercourse bet, people or gender. ❖ To me not much of a difference. Your sex determines your gender. ❖ Sex refers to male/female; gender refers to recognition/sensitivity of both sexes. ❖ Sex deals with issues of sexuality, differences between (physical) men and women whereas gender is about social differences and stereotypes on the roles of men and women. ❖ Sex = clinical, physiological; gender = social. ❖ Sex is the biological identification for the difference between men and

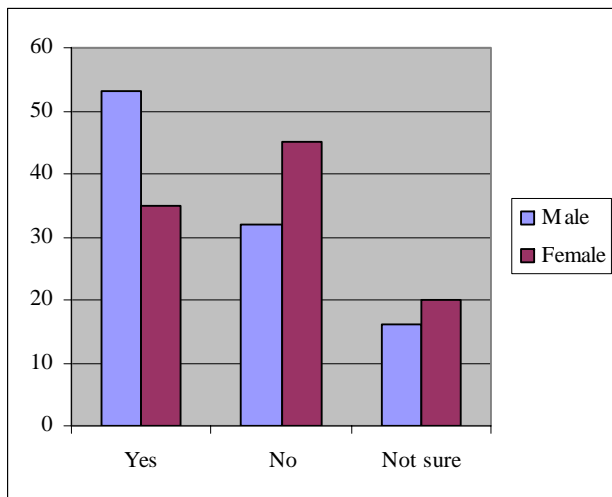
		<p>women. Gender is the socially built make between men and women.</p> <ul style="list-style-type: none">❖ Sex= biological difference between men and women; gender = socially constructed differences between men and women.
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<p>Professional</p>	<ul style="list-style-type: none"> ❖ Sex is something that biological, natural (i.e. god-given), universal, static and between male and female. Gender is societal in construct, man-made, dynamic and refers to the societal roles of between men and women. ❖ Sex is a state of being man or woman. Gender is that social aspects and responsibilities performed by man or woman irrespective of sex ❖ Sex refers to the biological differences between men and women; gender refers to the socially constructed and determined roles assigned to men and women with the power dynamics of any given social formation. ❖ Sex is the biological differences; Gender is about socio-economic, cultural, political etc. balances or equality ❖ Sex is a biological attribute while gender is socially determined. 	<ul style="list-style-type: none"> ❖ It is the physical versus the role. For instance sex is male or female because of what it describes while gender is more on roles played. ❖ Sex = biological attributes of maleness/femaleness; gender = social roles that are assigned to males/females. ❖ Sex is the designation of either male or female. Gender refers to the balanced approach of involving both male and female. Regrettably, it is often noticed that the word gender is interchangeably used for women. It is, therefore, important to raise the awareness of people to differentiate between gender from simply women issues. ❖ Sex is a biological definition- that is whether you have a penis or a vagina, whereas gender is a social construct in that it defines different roles assigned to women and men within a particular society. ❖ I think they are both human beings with similar feelings, aspirations as well as equal human rights. However, the challenge is the general stereotypes of our culture as well as the different interpretations of the various religions (Bible). ❖ Gender is about the relationships between men and women as defined by societal values, habits; and sex is the biological difference between men and women. ❖ Sex would be clinical description, yet gender could refer to both.
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Management	❖ Sex equals the objective situation – male or female. Gender is associated with a whole range of societal expectations re roles etc. associated with different Sexes.	❖ Sex = biological, it is static, refers to being male or female; Gender= societal, cultural specific, it is dynamic and changeable, refers to being man or woman.
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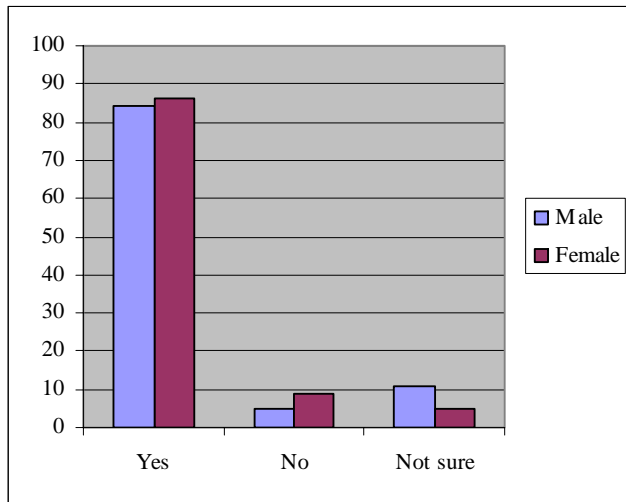
16. How would you respond to the following statements?

Figure 5: Sex work should be legalised



More male respondents (53%) feel that sex work should be legalised compared to female ones (35%). More women (45%) are also unsure about this than men (32%). One male respondent commented: "Though this is from the position of women who have little alternative. If prosecutions happen, then the "buyers" involved should be prosecuted."

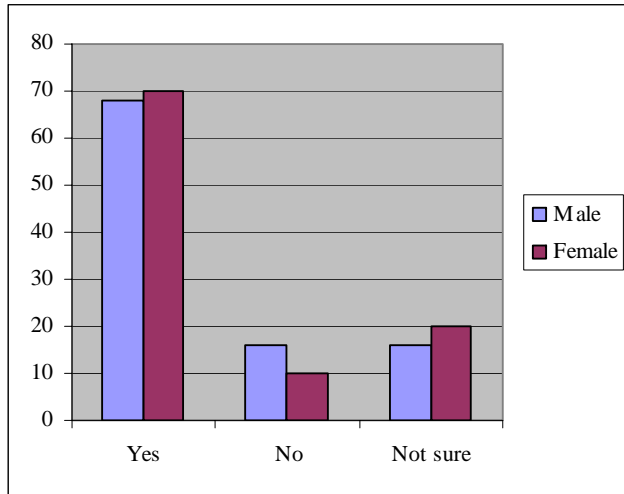
Figure 6: *Men should be entitled to paternity leave*



More females (86%), than males (84%), feel that men should be entitled to paternity leave. Comments from some females included:

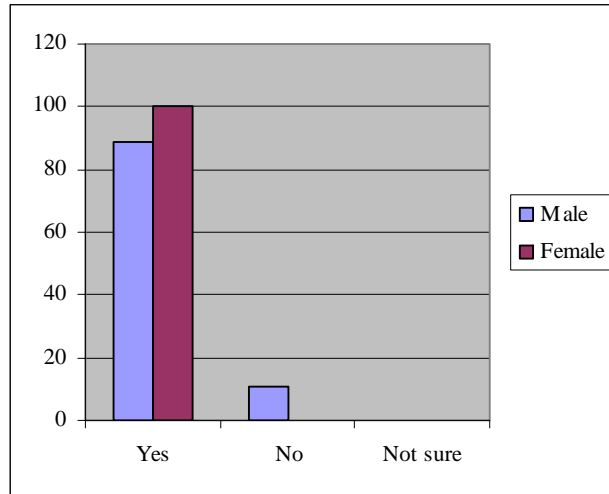
- Which men? Not sure
- Yes if they would take part in changing nappies, feeding the baby or general baby sitting that women/mothers do

Figure 7: *The Constitution should guarantee that women occupy half of all decision making positions*



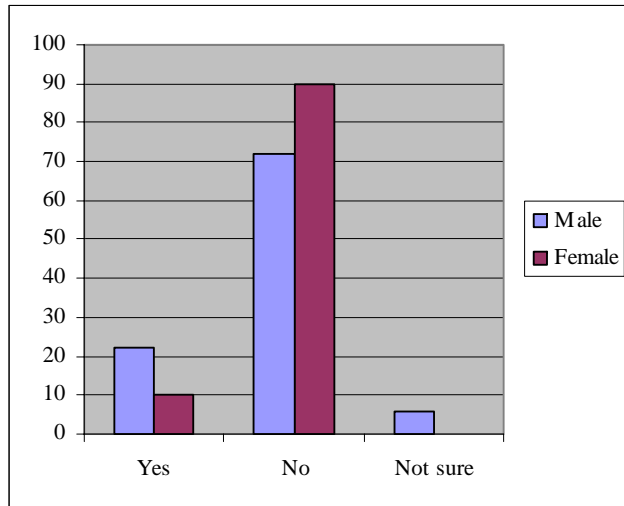
More females (70%) are in favor of the constitution guaranteeing an equal representation of men and women. More females (20% compared to 16% men) are also unsure if this should be the case. One of the female respondents indicated that proportional to the number of males in the country, women should occupy more seats as they are larger in number. Another female respondent indicated that taking such a move would mean positive discrimination for women, which can hinder their advancement. Again here one notes a misunderstanding of the purpose of gender mainstreaming. Mainstreaming empowers and creates opportunities for women and men at all levels to participate as equals in agenda setting and decision-making within the organization.

Figure 8: *Girls who fall pregnant at school should be allowed to complete their studies*



All female respondents were in favor of girls being allowed to complete school if they fell pregnant. 11% of males are in disagreement with one arguing that "If this is done, there should be rules. When women are pregnant they are short-tempered and this is not good for class. For instance there is a lot of joking in class and she may not take this well."

Figure 9: *A woman who wears a short skirt and who walks on the street late at night is asking to be raped*



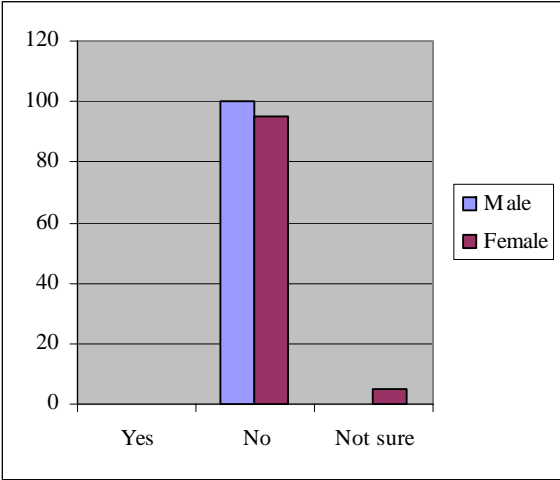
A high proportion of both men and women, but especially women (90% in comparison to 72% men) disagreed with the statement. Two men commented:

- She is putting herself in a vulnerable position.
- Perhaps why can't she dress herself fully?

A woman commented:

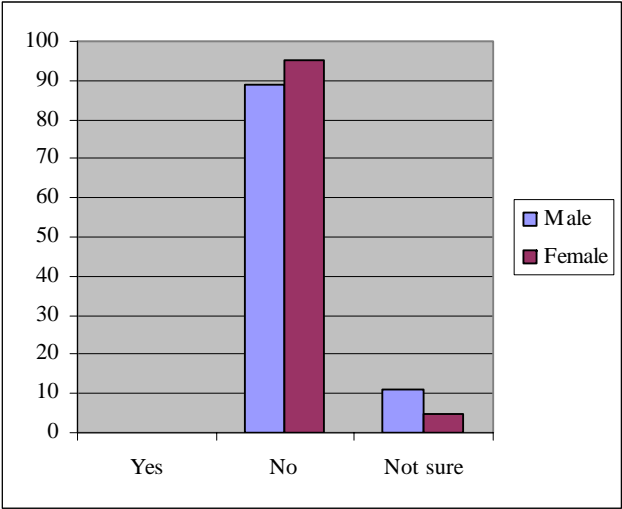
- Maybe the short skirt puts them at risk but not that they ask to be raped.

Figure 10: *It is because women sleep around that HIV is spreading in communities*



Most respondents disagreed with the statement although 5% of females are not sure.

Figure 11: *Women who ask their husbands to use condoms are unfaithful – women who are being faithful to their husbands do not worry about condoms*



More females (95%) than males (89%) disagree with the statement and more males (11% compared to 5% women) are unsure about it.

17. What do you understand by gender mainstreaming?

There is good grasp of the concept at professional and management level. At the administrative level, the concept is not well understood as is signified by responses such as:

- Trying to get a balance between the two genders
- Balancing of gender equality
- I have no clue what it is all about.
- Nothing

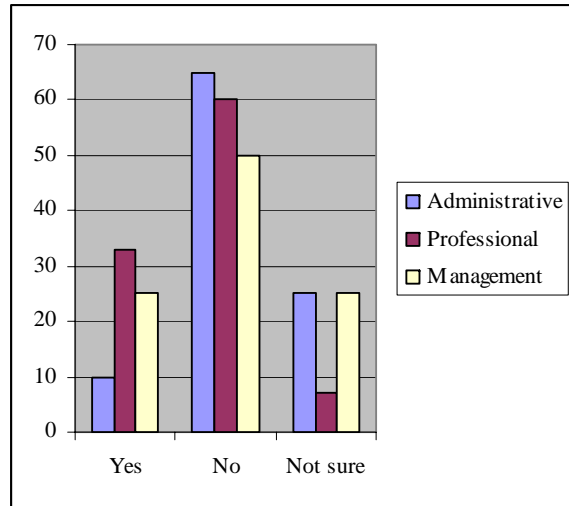
	Male	Female
Administrative	<ul style="list-style-type: none"> ❖ Trying to get a balance between the two genders ❖ Gender equality should be practiced in all spheres of our lives: at home, at work and in other sectors of life. ❖ Balancing of gender equality. ❖ It's not really clear. It's a concept that I would like to understand. ❖ I have no clue what it is all about. ❖ Gender implications to be addressed for any planned actions. ❖ The balancing of a male and female to have equal opportunities. ❖ Consideration of gender issues in development planning. 	<ul style="list-style-type: none"> ❖ Gender equality. ❖ It's incorporating gender issues to provide an understanding of society and people. ❖ In my limited understanding it means ensuring that gender issues are incorporated into our projects ❖ Better interaction between men and women. ❖ In a workplace, I think it addresses the imbalances that are in influential position, e.g., RSA a man has more power. ❖ Bringing to the fore the issue of gender considerations. ❖ Institutionalization and integration of gender issues in development policy/activities. ❖ Fitting in gender issues in all aspects of life and at all levels ❖ Considering gender equity concerns in all policy, programme, administrative and financial activities.
Professional	<ul style="list-style-type: none"> ❖ To bring the issue of gender (i.e. women, men, boys and girls) to the core of the development agenda. ❖ Making sure that gender issues are addressed in the project plans of all our programmes within UNDP across the board. ❖ Is to ensure all activities encompass the element of 	<ul style="list-style-type: none"> ❖ Trying to put priorities of the roles that men and women play upfront to the programmes that we do. It means seeking ways to harmonize these in addressing gender issues. It's also about trying to break away from the current understanding that gender equals

	<p>gender and gender equality</p> <ul style="list-style-type: none"> ❖ In my view it entails ensuring that there is an understanding of the nature of gender dynamics and the inequities that arise from gender power-relations and that this understanding takes a concrete and substantive form in the design and implementation of programmes and projects through the use of gender mainstreaming tools. ❖ Nothing. ❖ Gender mainstreaming is making a consideration of gender issues in day-to-day work, policies and procedures. 	<p>women equality.</p> <ul style="list-style-type: none"> ❖ Ensuring the integration of gender concerns in all aspects of work/programmes. ❖ Gender mainstreaming is integrating, in policy guidelines, the involvement of both men and women in decision making. ❖ Ensuring that policies and programmes recognize the different roles of men and women, and acknowledges the disparities that exist between them and seeking ways to address them. ❖ To me it includes ensuring that all aspects of issues affecting women are taken into consideration and that DELIBERATE steps are taken to address them in the various projects/programmes. ❖ To take account of gender concerns in all programmes, operations and policy activities of the office. ❖ Is for any organization to be gender sensitive, in the entire stream of the organization, internally and externally.
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Management	<ul style="list-style-type: none"> ❖ Ensuring that women and men's objective situation is clearly taken into account in all aspects of our work planning and execution. ❖ Ensuring that issues relating to gender equality are taken into consideration and concrete action is taken to advance them. ❖ Bringing issues of gender into the core of what we are doing and not just having it as a component. It means integrating it into all areas of work. ❖ Integration and profiling of gender within developmental processes. 	<ul style="list-style-type: none"> ❖ In all areas of work/ projects/ programmes sensitivity and awareness of issues pertaining to gender and making sure this is being addressed.
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18. *Have you ever used any gender mainstreaming tools in your work?*

Figure 12



- More professional staff (33%) have used gender mainstreaming tools in their work, although a larger proportion (60%) of this group has also not used any gender mainstreaming tools.
- Only 25% of management staff have used gender mainstreaming tools.
- Very few administrative staff (10%) have used these tools and a larger number (25%) of respondents in this category were unsure if they have used the tools. This may be as a result of lack of knowledge on what gender mainstreaming tools are. There is also a feeling at the administrative level that gender mainstreaming is beyond their capability.

19. If the answer is yes, could you briefly describe what these were, why you used them, and in what way they are of assistance?

Very few of respondents who had used gender mainstreaming tools in their work attempted to say what tools they had used. However, these respondents also did not answer the question fully. For instance they did not indicate why they used the tool and in what way they were of assistance. The main tool cited concerned the provincial growth development plan in Eastern Cape.

Administrative	Professional	Management
<ul style="list-style-type: none"> ❖ Through the provincial growth development plan in Eastern Cape. 	<ul style="list-style-type: none"> ❖ In support of gender analysis processes, the Diouf/DeWaal Gender Practitioner Support Model (GPSM) has been used as a means of capacity building for gender mainstreaming in the Eastern Cape Provincial Growth and Development Plan process. This model builds on gender practitioner understanding of gender theory and gender analysis, assists with implementation and review/evaluation processes, within a supported and mentored environment. Because many gender development practitioners find themselves having to engage with implementation strategies with limited gender knowledge, inadequate support mechanisms and inappropriate gender instruments, focus tends to be on single action gender-tasking in an attempt to deliver gender responsive outcomes. ❖ In project planning and implementation. Because there can't be actual development where there is no full 	<ul style="list-style-type: none"> ❖ A tool that explores the kind of activities women and men do from the time they wake up till the time they go to sleep and how much time spent on these activities. To sensitize men and women into the kind of activities/ work that men and women engage why and how they are different

	gender involvement/participation. The system has assisted recognition in balanced livelihoods and supplement to development efforts.	
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20. Please think of and state at least one gender performance indicator in your area of work (for example, if you are in human resources, achieving gender balance at all levels of the UNDP South Africa)

Many of the indicators cited, especially at administrative level, relate to gender balance within the work place. To the extent programme related indicators were identified, these related mostly to the number of direct beneficiaries of programmes. None of the respondents cited any qualitative indicators.

Main indicators	Administrative	Professional	Management
Internal workplace indicators E.g. number of women employed within the UNPD - Having more female professional staff.	<ul style="list-style-type: none"> ❖ I am not a decision maker but I am proud to see a the RR is a woman and that she is doing very well. I guess this is one element of gender equality. 	<ul style="list-style-type: none"> ❖ We try to get a gender balance into the work that we do. This depends on the kind of programme. As men lack in community development and women in leadership. 	<ul style="list-style-type: none"> ❖ Ensure that at least 40% of project participants and beneficiaries are women. Generally we use the SA Government's gender indicators as projects are generally nationally executed (NEX).
Number of men and women participating in projects/programmes E.g. men lack in community development and women in leadership.	<ul style="list-style-type: none"> ❖ Recruitment of women in advertised posts. ❖ These days people reverse roles. I didn't grow up in a place where women were oppressed. For example they say women are encouraged to apply. 	<ul style="list-style-type: none"> ❖ Achieving gender balance at all levels of UNDP is the only indicator I know of. ❖ One example, could be putting in place an office policy to involve both men and women in nominating members of committees, panels, etc. 	<ul style="list-style-type: none"> ❖ This will have to be project specific ❖ Number of women put in positions of power.
Gender balance in decision making E.g. putting in place an office	<ul style="list-style-type: none"> ❖ Everybody should be. This is not fair, unless the post requires women. 	<ul style="list-style-type: none"> ❖ Percentage of women trained 	

<p>policy to involve both men and women in nominating members of committees.</p> <p>Number of men and women benefiting from programmes E.g. percentage of women trained in HIV/AIDS life skills</p> <p>Gender balance in sectors E.g. eliminating gender disparity in education.</p> <p>Various commitments being gender sensitive E.g. MDGs</p>	<ul style="list-style-type: none"> ❖ I see adverts stating that women are encouraged to apply for jobs. ❖ Advertising for posts; women are also encouraged to apply. ❖ At the moment if a man and a woman compete for the same position with equal qualifications, I will have the woman for gender to balance. ❖ Yes it is because even when HR advertises post they always mention that women are encouraged to apply. 	<p>in HIV/AIDS life skills</p> <ul style="list-style-type: none"> ❖ Eliminating gender disparity in primary and secondary education. ❖ Having more female professional staff in our Unit. ❖ Fight segregation in employment and encourage application for vacant posts by both males and females ❖ In the context of the MDGs it measuring the ratio of girls to boys completing a full primary school education. However, in the SA context we have been working with other indicators including the of women involved in non-agricultural work, the ratio of women to men completing tertiary education; the ratio of men to women in senior management in public and corporate sectors. ❖ participation of rural women in environmental management ❖ Access to water for all because if this is not the case 	
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		<p>often it is only women and girls that find themselves walking long distances to fetch water (which is heavy). Having access to water would avail some free time for other activities.</p> <ul style="list-style-type: none"> ❖ Number of men and women attending HIV/AIDS prevention sessions. But it was a weak indicator because the facilitators of the sessions were not equipped to deal with the gender issues which arose. 	
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E: Gender training

21. Have you ever received any gender training?

Most respondents (71.8%) have not received any gender training. Only 28.2% of the total respondents have undergone gender training. More professional and management staff have received training, although, relative to the number of people interviewed, a larger number of professional staff have had no training in gender. Most management staff have had gender training. 90% of administrative staff have had no gender training.

	Yes	No	Not sure	Total
Administrative	2	18	0	20
Professional	6	9	0	15
Management	3	1	0	4
Total	11	28	0	39
Percentage	28.2%	71.8%	0%	

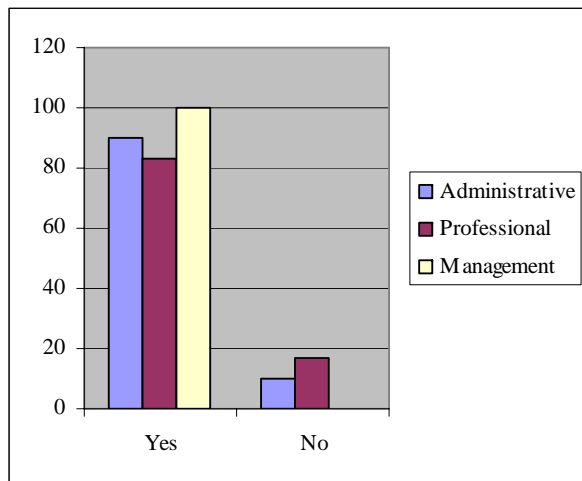
22. If so, please describe briefly the nature of the training:

In a few instances, respondents had an academic background in gender or had received training as part of their previous work. Most respondents appeared to have been exposed to gender as part of their work with the UN. However, this took the form of short awareness-raising courses.

Nature of training	Administrative	Professional	Management
<p>In-service training at the UNDP E.g. training by UNDP gender specialist.</p> <p>In service training at another workplace E.g. in my previous work I was given training in the WID and GAD approaches to development.</p> <p>Training during education E.g. at university</p>	<ul style="list-style-type: none"> ❖ Gender roles; gender and sexuality. ❖ Training was conducted by our Gender Specialist on gender mainstreaming from the UNDP perspective 	<ul style="list-style-type: none"> ❖ VDA programme ❖ UNDP Regional Workshop on the mainstreaming of Gender in Poverty Reduction Strategy Papers. ❖ Gender Programming and Development ❖ In my previous work I was given basic training in the WID and GAD approaches to development and the tools used with the different approaches. ❖ It was aimed at promoting the image of the girl child by projecting the girl as being able to undertake various roles that are not traditionally seen those of girls (UNICEF – SARA Initiative, Soul City) ❖ During my development studies (masters), we had one course on gender (sociology) and also I attended a UNPD workshop which was pretty empty. 	<ul style="list-style-type: none"> ❖ One session at UNDP, largely on sensitization. ❖ First training on gender was a long time ago by Tamara Braam, gender expert in the Western Cape: understanding gender, difference between sex and gender. The socialization of gender, etc ❖ gender sensitization workshop.

23. If you have not received any gender training, do you think that it would be useful? If you have received gender training, do you think additional training would be useful?

Figure 13



The majority of respondents (73%) indicated interest in undergoing gender training or receiving further training.

24. Are there any specific areas that you would be interested in learning about? Please describe these briefly:

There is high degree of interest in learning about what gender mainstreaming is and the different tools and frameworks that are available to mainstream gender in different programmes and development activities. There is also a keen interest in quantitative indicators, less so in qualitative indicators.

Main requests for Training	Administrative	Professional	Management
<p>Gender mainstreaming - Knowing more about gender mainstreaming; its history and background</p> <p>Gender mainstreaming tools/gender mainstreaming in projects - Internal workplace indicators, e.g. how to mainstream gender into certain programmes.</p> <p>Gender in personal life - Gender equality at home/in the family.</p> <p>Gender and stereotypes - Stereotype of society on gender roles.</p>	<ul style="list-style-type: none"> ❖ Knowing more what is gender mainstreaming. ❖ Stereotype of society on gender roles and responsibilities of women at work and at home. ❖ Not really. Not sure. I don't take this gender thing very seriously. I don't think gender has an impact on what I am doing. ❖ Gender equality at home/at the family level. ❖ How to holistically deal with issues concerning gender. ❖ How gender affects productivity, absenteeism, turnover and satisfaction in the workplace; and how it influences the behavior in the workplace. ❖ Perhaps a question; why women have to work twice as 	<ul style="list-style-type: none"> ❖ Enlightenment on tools available to assist programme work that one does. ❖ Gender mainstreaming; being trained on what it entails. ❖ Nothing, specific. ❖ Different gender mainstreaming frameworks; too to mainstream gender into development work ❖ Yes, perhaps sharing of best practices on gender in the workplace policy ❖ How to fight negative competition and power struggle among households (husband and wife, men and women) ❖ Definitely to have a better knowledge of the most up-to-date tools used in gender mainstreaming. ❖ How to mainstream gender. 	<ul style="list-style-type: none"> ❖ Specific techniques, mechanisms for mainstreaming gender as well as sensitising others. In addition also more sensitive gender indicators for projects that are not simply a percentage of women in positions ❖ Not really, but may be general info on gender mainstreaming; its history and background.

<p>Gender and productivity - How gender affects productivity , turnover and satisfaction in the workplace -How gender influences behaviour in the workplace, e.g. why women have to work as twice hard as men to prove themselves as capable.</p> <p>Monitoring and Evaluation - Tools to include gender in planning, monitoring and evaluation.</p> <p>Sharing of best practices - best practices of gender in the workplace</p>	<p>men to be taken seriously.</p> <ul style="list-style-type: none"> ❖ Promotion of gender sensitivity and not withholding jobs from capable persons because of gender. ❖ Reporting gender mainstreaming. ❖ Implementation of the tool ❖ I would like to hear if it is the right thing to do for a woman to propose love to a man. ❖ Tools to include gender in planning, monitoring and evaluation. 		
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25. *What are your expectations about this gender mainstreaming exercise?*

As summarised in the column to the left, some of the expectations are personal; others professional. The professional concern work place environment; programme work; developing tools; monitoring and evaluation.

Main expectations	Administrative	Professional	Management
<p>Personal - How to mainstream gender a in the home environment -Gender in personal relationships</p> <p>Professional/work level 1. <u>Workplace environment</u>: - Changing the mindsets of men with regard to women's capabilities 2. <u>Programme work</u> - How to mainstream gender into specific programme areas 3. <u>Tools</u> - To know what are gender mainstreaming tools and how these can be applied. 4. <u>Monitoring and evaluation</u> - How to assess if a programme has adequately mainstreamed gender.</p>	<ul style="list-style-type: none"> ❖ Changing the mindsets of men with regard to women's capabilities. Men are trying but like it's for the sake of it to shut women up. ❖ Expect more women to be actively involved in this process. Men should have an open mind. ❖ I am an African man and women are women, men are men. These days there is need for balance. If it comes to this, that is balance, that that will be fine. ❖ To be well informed about gender mainstreaming issues and gender equality in the organization. ❖ Know more of the subject. ❖ To know more about gender mainstreaming. ❖ Improve our understanding. ❖ I am really not sure what the exercise aims to achieve. ❖ A clear definition of what 	<ul style="list-style-type: none"> ❖ To have a corporate stand on gender in the work place and to know it's not for a person but for the development of the organization. ❖ That the country office will rise to the challenge of ensuring gender equity within the organization – and that even our programming will be sensitive to the needs of women. ❖ Better understanding of the application of the gender toolkit ❖ Gain a clear understanding of gender mainstreaming; practical application of different gender mainstreaming tools ❖ How to assess if a programme has adequately mainstreamed gender; different gender mainstreaming theories and frameworks/models 	<ul style="list-style-type: none"> ❖ Assistance with meeting objectives outlined above and in broadening my insight into specifics related with gender in the workplace. ❖ That project staff will have a better understanding of gender. Be personally empowered and also have the necessary tools to facilitate gender mainstreaming in their projects. ❖ Increased staff awareness of gender disparities in society and work place and empowered staff in gender mainstreaming and be gender sensitive. ❖ It must be in a way of doing away with blockages that make women not be recognized. must also develop tools that are easy to use even at a personal level. People talk about

	<p>gender mainstreaming is and how it can help promote gender equity in our organization</p> <ul style="list-style-type: none"> ❖ To learn something that I don't know, even if I did, the difference it will bring to my daily performance of duties. ❖ To know more about gender mainstreaming ❖ I expect to get every detail of the gender training from those who will facilitate or lecture the lesson and I expect to be trained in all the areas of gender, if possible. ❖ Changes within the organization/workplace particularly that it should not just remain a token. ❖ Women being recognized; that they can add a valuable input in decisions. ❖ To capture most of the less observed practices/planning that do take gender issues into account to be able to identify any gaps. ❖ Not to be biased, talking about gender paused on females, to alter the implications broadly 	<ul style="list-style-type: none"> ❖ To make a meaningful contribution to the development of an effective and implementable gender in the workplace policy for UNDP South Africa. ❖ That we learn to be more inclusive of the gender requirements as we programme. ❖ To reduce imbalance among gender ❖ Increased knowledge of gender mainstreaming processes and their practical implications for policy work around MDGs and other development goals and indicators. ❖ Not sure. ❖ I expect to exchange experiences and to find ways of making it to be practiced even socially within UNDP. ❖ From my gender focal point position my answer would be: specific gender tools to be internalized by programme officers and management – thus gender will stop to be a “token” and 	<p>mainstreaming gender in the workplace but how about the home.</p>
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	<p>for both.</p> <ul style="list-style-type: none"> ❖ Having a better understanding of what gender mainstreaming is and how can it be integrated into policies (practical part of the gender mainstreaming). 	<p>become a concern in each and every project.</p> <p>From a staff perspective I would add: men AND women in the office are aware about their rights and duties as far as gender relationships are concerned.</p> <ul style="list-style-type: none"> ❖ Make the workforce aware of the need for gender mainstreaming and reduce friction. 	
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ANNEX D:

UNDP GENDER MAINSTREAMING PROJECT SITUATIONAL ANALYSIS

EXECUTIVE SUMMARY

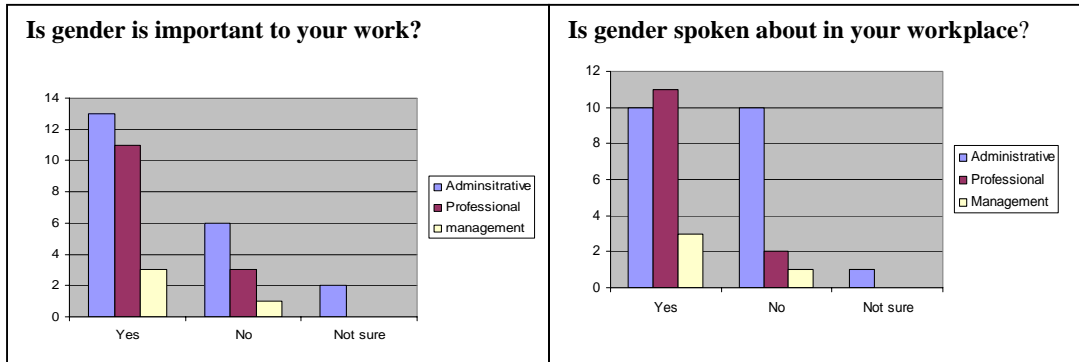
This situation analysis is part of the first phase in the Gender Mainstreaming Project (GMP) being undertaken by UNDP South Africa with assistance from Gender Links (GL). The full process is outlined in the Aide Memoire at *Annex A*. As the core discussion document for the policy and strategy workshop in the next phase, the paper draws from:

- The Gender Mainstreaming in UNDP South Africa paper prepared by a team of experts at the request of the Evaluation Office of the UNDP as part of a broader evaluation of gender mainstreaming in the organisation.
- The UNDP South Africa Gender Mainstreaming Needs Assessment report based on the questionnaire administered by GL and responded to by 40 (or approximately two thirds) of the staff: 19 men and 21 women; at administrative, professional and management level. The full findings of the survey are available as a separate document.
- The UNDP Corporate Gender Strategy and Action Plan (January 2005).
- The Resource Guide for Gender Theme Groups prepared by UNIFEM (January 2005).
- The Gender Equality Practice Note UNDP November 2002.
- The 2003 UNDP Gender in Management Policy.
- Interviews with the Resident Representative, Deputy Resident Representative (Programmes), and heads of unit (see list of those interviewed at *Annex B*, and a list of the questions used to guide the discussions at *Annex C*).
- Three focus groups with senior management, professional staff and support staff. The focus groups provided a forum for more in-depth discussion about gender mainstreaming. The issues raised in these discussions have been integrated into the report.

Strengths

The preliminary assessment highlights important strengths:

- Both from the UNDP at corporate level and from the South African Government (SAG), there is a strong enabling environment for gender mainstreaming.
- In the needs assessment, the majority of respondents cited gender as important to their work. When asked why, most cited national and international commitments to bringing about gender balance as their main reason. Furthermore, a high proportion of staff, especially in the professional and management category, said that gender is spoken about in their area of work.



- As demonstrated by the responses to some of the more controversial gender questions- for example should sex work be legalized, should the constitution guarantee women's equal representation in decision-making, is a woman who wears a short skirt on a dark street at night waiting to be raped etc- there is generally a progressive culture within the UNDP.
- Several respondents cited having a new Resident Representative who is committed to gender mainstreaming an important strength to build on.
- Although there are still some gender gaps in staff composition, the UNDP is moving towards gender parity in its own institutional make up.

Weaknesses

- The fact that 10 respondents out of 40 (or 25%), including one manager, did not think that gender is important to their work in a cause for concern and points to the challenges of ensuring that all staff are on board.
- The fact that a relatively high proportion of administrative staff said that gender is not spoken about in their place of work, and did not feel that it is important to their work, underscores the particular challenges among staff who feel, to quote one respondent, that their tasks are "purely administrative."
- While most staff at professional and management level exhibited a good grasp of the concept of gender and gender mainstreaming, it is evident from responses to the questionnaire as well as the evaluation that took place before this project began that up to now there have been no systematic approaches to gender mainstreaming in the UNDP. Gender is not mainstreamed in the existing Country Framework; and has featured sporadically in programme work.
- Monitoring and evaluation mechanisms overall appear to be weak, and gender does not feature in this key management tool.
- The UNDP has one Gender Focal Point (GFP) at a relatively junior level; none of the units have GFP and the Gender Theme Group that used to exist between the UN agencies is now defunct.
- As noted in the evaluation, there is "no consistent nurturing and retention of partnerships/relationships with women's and gender-focused civil society organisations beyond the funding cycle to continuously inform UNDP of the needs and current debates and thinking in the host country."
- The evaluation goes on to note that the UNDP is not perceived either by the local gender machinery or by other donors as a leader in the field of gender mainstreaming. In a country context in which the financial muscle of the UNDP and other donors (who contribute less than 2 percent of the

development budget) is weak, there is added pressure on the UNDP and other international agencies to lead through good practice.

Threats

- The UNDP has recently experienced a number of staff resignations and appears to be undergoing internal restructuring following a management audit that has highlighted a number of areas that need strengthening. These may take priority and lead to gender being marginalised.
- The time frames for the Gender Mainstreaming Project, to be completed by December, are tight and already some time lines have had to be revised due to other institutional priorities.
- Levels of commitment are variable. It took considerable effort to get responses to the questionnaire. Most senior staff did not participate in the inception workshop that laid the conceptual foundation for the gender mainstreaming exercise.

Opportunities

- The UNDP is about to embark on a new Common Country Assessment (CCA) and UNDP Development Assistance Framework (UNDAF).
- The new framework will have a strong emphasis on better service delivery by the UN family and greater liaison with bilateral donors that will involve a “new culture, and a new way of doing things.” (Interview, Chivore). This is an added incentive for the Gender Theme Group (GTG) to be revived and for all the UN agencies to adopt a common approach to gender mainstreaming.
- The UNDP SA is one of the first country offices undergoing the GMP with support from the Trust Fund. The approaches and successes here will be watched keenly by other UNDP offices as a potential best practice. The enthusiasm shown by key South Africans, including First Lady Zanele Mbeki, and representatives of the National Machinery, in participating in the Strategy and Policy workshop underscores the potential for the UN to be a leader in this field in South Africa where there is often a divergence between policy and practice on gender.
- The UNDP’s focus on Service Delivery Optimisation (SDO) provides many opportunities for gender mainstreaming where it matters most - on the ground. There is need, however, for much more in-depth engagement with those involved in designing and implementing this approach to determine how gender can be systematically embedded in the management processes that accompany this philosophy.

Structure

The paper begins by providing the background and context to gender in South Africa and how the UNDP gender mainstreaming project fits into this country context. It then explores and raises questions for further discussion on the following key areas that will form the cornerstone of the Gender Policy and Strategy:

- Policy Framework
- Planning
- Programming
- Institutional transformation
- Monitoring and evaluation
- Resources allocations
- Gender management systems

BACKGROUND

Until the advent of democracy in 1994, South African society was characterised by oppression and systemic discrimination on the grounds of race, sex and gender. The struggle for gender equality was, however, largely subsumed in the broader political struggle for freedom. During the constitutional negotiations, gender equality began to assume its rightful place. The right to equality, including gender equality, was included in both the interim and final Constitutions, both as a founding value and a substantive right.

President Mandela reiterated the importance of gender equality, stating: "It is vitally important that all structures of government, including the President himself, should understand fully that freedom cannot be achieved unless women have been emancipated from all forms of oppression."

In the first decade of democracy, the focus has been on the establishment of an enabling legal framework and institutional mechanisms to facilitate the achievement of gender equality.

Legal framework

Three key pieces of legislation were enacted during this period that considerably strengthened the rights of women. These were:

- The Domestic Violence Act, which offers comprehensive protection to women in abusive relationships;
- The Recognition of Customary Marriages Act, which protects the rights of women living under customary law;
- The Choice on the Termination of Pregnancy Act which legalized the termination of pregnancy.

Policy framework

Cabinet approved "The South African National Policy Framework for Women's Empowerment and Gender Equality" in December 2000. This policy framework highlights the fact that gender equality cannot be achieved without addressing existing inequalities, especially those at the intersection of race, gender and class. It presents a vision for women's empowerment and gender equality based on national and international principles and guidelines to monitor and evaluate progress towards gender equality. Some departments, including the Department of Justice, have adopted their own sectoral gender policies. South Africa also committed itself to the Beijing Platform of Action and ratified the Convention on the Elimination of All Forms of Discrimination Against Women in 1995.

National gender machinery

South Africa has established an elaborate web of structures for promoting gender equality. The OSW is located in the Office of the President, at the apex of government in order to ensure the effective integration of gender issues and strategies throughout government. Provincial OSWs play a similar role at this level. At operational level, Gender Focal Points in line departments guide the process of gender mainstreaming. The OSW is however hamstrung by inadequate financial resources and capacity constraints.

The CGE is established by Chapter 9 of the Constitution and is mandated to protect and promote gender equality. At a parliamentary level, a multi-part committee was established to monitor and evaluate the progress made by government with regard to the improvement of the quality of life and status of women. These structures have not however been adequately resourced and have not been as effective as might have been desired. Gender NGOs have also laboured under various constraints. The Women's National Coalition, formed at the time of the Constitutional negotiations and Beijing conference, is barely in existence, although at sector level (e.g. in the gender justice field) there are some strong coalitions). South African Women in Dialogue (SAWID), an association of individuals and organisations brought together by First Lady Zanele Mbeki has helped to breathe some life back into the women's movement.

Gender equality in South Africa

One of the most visible areas of equality for women is in their expanded access to political power and decision making, a trend that is evident at national and provincial level. The first female Deputy President was recently appointed. Women comprise 42 percent of the cabinet and hold key portfolios in Foreign Affairs, Health, Justice, Minerals and Energy, Housing, Water Affairs and Forestry and Public Service and Administration. There are also a significant number of female deputy ministers. Four out of nine provincial Premiers are women.

Women have also made significant gains in access to education, health care services and in the labour market.

Despite these achievements in the past decade, women, especially poor, black, rural women continue to remain at the bottom of the development ladder. In 1999, 36% of heads of household were women. 37% of women-headed households in the rural areas and 15% of women-headed households in urban areas were amongst the poorest fifth of all households. Women continue to earn less than men and are often found in the lowest paid positions. They remain primarily responsible for child care and the gendered division of labour in households and the low value accorded to women's work contributes to the continued feminization of poverty.

Gender based violence is endemic in South Africa and poses a major barrier to the empowerment of women. Girl children are becoming more vulnerable to sexual violence and recent reports from Human Rights Watch highlighted the abuse of female learners by male teachers and fellow learners.

HIV/AIDS is possibly the single biggest challenge facing South Africa. Gender inequalities have exacerbated the risk of HIV infection for women and have increased both their vulnerability to infection and its impact on them. The gender imbalance is striking amongst the youth: nearly four times as many adolescent girls and young women between the ages of 15 and 24 are infected, compared to their male counterparts. Gender based violence increases the exposure of women to HIV. Although the government has introduced programmes to reduce the risk of HIV infection following sexual assault, there are serious problems with implementation and many women and girls are unable to access medication timeously. Mother to child prevention programmes are more widely available, but the focus continues to be on preventing infection of the child, rather than also providing treatment for the mother as part of a comprehensive package of health care services for women with HIV.

Gender and the UNDP

The Executive Board of UNDP has expressed its concern that progress in gender mainstreaming and the achievement of gender equality is uneven in country offices. In response to this concern, and also in order for UNDP to gauge the results of its work in advancing gender equality in the past, as well as to identify gaps to inform its future strategies, the Evaluation Office undertook a global evaluation of gender mainstreaming in UNDP. The evaluation examined the extent to which UNDP mainstreamed gender and promoted gender equality, the appropriateness of the approach adopted by UNDP and capacity, management, partnerships, financial resources, tools and guidelines.

UNDP SA has also been part of a system-wide evaluation on gender mainstreaming. The findings of this evaluation are being taken into account in designing a gender mainstreaming system for the country office.

Three pilot studies were undertaken to test the methodology developed for the evaluation. South Africa was selected as one of the pilot sites. The study, undertaken in January 2005, reached several important conclusions:

Gender and the UNDP SA- some key conclusions

- Although the gender corporate mainstreaming strategy had been adopted at country level, there were no clear indications as to how gender would be mainstreamed in all initiatives.
- There was no specific gender policy to guide programming in South Africa for UNDP.
- Gender was not yet consistently mainstreamed in the design, budgeting, implementation and monitoring of all projects.
- Although there have been gender specific projects, these had largely been completed and there were no new projects in the pipeline.
- There is a limited gender capacity in the country office.
- Gender is not an integral part of the monitoring and evaluation system.
- There are concerns about sexual harassment in the country office.

The evaluation recommended that a gender audit of the CO be carried out and used as a basis for a gender strategy policy paper. To assist country offices in achieving goals such as this, funds were made available through the Gender Thematic Trust Fund supported by the Government of the Netherlands in 2005. It is under this programme that the gender mainstreaming consultancy is taking place.

GENDER POLICY FRAMEWORK

Ideally, when gender is truly mainstreamed in an organisation, a stand-alone gender policy would not be necessary. However, until that is so, it is advisable for every organisation to have a distinct gender policy that is derived from generic policy frameworks for the sector or sub-sector. These policies should also be in conformity with national, regional and international instruments, such as the Constitution, the Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Southern African Development Community Declaration on Gender and Development. The gender policy should cover internal, institutional issues, as well as external, service delivery issues or programmatic work. The first test of how

effective having a stand alone policy is in driving gender mainstreaming is whether gender forms part of the mission, vision, code of ethics, guiding principles or any other documents that define and guide an organisation.

At a national level, gender has been fairly successfully mainstreamed into legislation and policy, with the South African Constitution prohibiting unfair discrimination on the grounds of sex and gender and giving to all the right to be treated equally. The Constitution states that government must consider international law and South Africa has ratified CEDAW and further committed itself to the Beijing Platform of Action.

At the international level, the UN committed itself to implementing the Beijing Platform for Action through the work of all its agencies and bodies in 1995. Goal 3 of the 2000 Millennium Development Goals include goal 3, to promote gender equality and empower women. UNDP is the agency responsible for linking and coordinating all international and national efforts to reach the MDGs.

The UNDP at corporate level takes the view that “there are two complementary approaches to achieving gender equality: mainstreaming gender and promoting women’s empowerment. Both are critical.” The agency has elected to pursue the goal of gender equality and women’s empowerment through mainstreaming gender across its core practices rather than establishing a separate practice area for gender equality.

A Corporate Gender Strategy has been developed to ensure that its policies and programmes are fully in line with this objective in a consistent and institutional way, beginning in 2005.

Interviews revealed different levels of awareness in the country office regarding the gender policy framework, with only one interviewee indicating that he was not aware of any of the commitments. There was confusion about whether the office was bound by the Constitution and other South Africa legislation, and several interviewees expressed the view that since the Constitution is a national document, it cannot inform and influence the work of an international agency such as the UNDP. This confusion has created some tension, as some of the interviewees believed that national legislation could assist the country office to more effectively mainstream gender, particularly internally.

One interviewee stated that commitments did not directly affect their work, while another indicated that “they wouldn’t think about it in terms of their day to day work, but management would be aware of it and it would influence their decisions”. One interviewee pointed out that the commitments had not been discussed in the individual units, which might have implications for how work was conducted and how gender was incorporated. Another interviewee related the lack of real understanding to the failure of the organization to have a gender expert available to the organization.

All interviewees were aware that a corporate gender strategy existed but only one interviewee had actually read the document. Few of the interviewees regarded the corporate gender strategy as relevant to their work and it is clear that it does not inform programming.

There is a lack of clarity on how policy is formulated in the country office and there is a view that the country office is not entitled to develop its own policies, but must implement the corporate policies. This will have implications for how a gender policy for the country office is developed and viewed by staff.

Only one interviewee was able to describe in some detail how policy was formulated and was aware that policy could emanate from a number of sources, including the Bureau for the Development of Policy and the Global Networks, which is a source of policy on thematic issues. This interviewee indicated that the South Africa office had generally been weak at inputting in networks which inform and develop policy.

Another interviewee stated that UNDP South Africa could only formulate policy as long as it did not conflict with UNDP corporate policy and that there was some flexibility to adapt corporate policy to suit the particular environment of a country. The interviewee indicated that the Resident Representative would have discretion to develop policy.

Recommendations

- Clarity should be obtained regarding the status of national legislation and this should be conveyed to all staff.
- Clarity is also needed on the ability of country offices to develop appropriate policies for the office. This also needs to be conveyed to staff as soon as possible, but certainly before the development of the country office gender policy.
- Individual units need to discuss the gender policy framework and discuss how it relates to their specific work.

PLANNING

The UNDP defines gender mainstreaming as: "Taking account of gender equity concerns in all policy, programme, administrative and financial activities, and in organizational procedures, thereby contributing to a profound organizational transformation."

Ensuring that gender is integrated into all key planning instruments is an essential starting point. For the UN system, the CCA is the overall review and analysis of the current situation in the country. It is the common instrument to identify key issues with a focus on the Millennium Development Goals (MDGs). UNDAF is the common strategic framework for the operational activities of the UN system at country level. This presents a key strategic opportunity for ensuring that gender is embedded in the framing documents of the UN's co-operation with South Africa over the next five years.

Established soon after the first democratic election in 1994, UNDP South Africa is one of 166 regional offices of UNDP. The first Country Cooperation Framework covered the period 1997 – 2001 and focused on reducing poverty and inequality through two key programmes, creating sustainable livelihoods and promoting good governance.

It identified three cross-cutting issues: gender, HIV/AIDS and environment. A review of the CCF, found that while particular attention had been paid to HIV/AIDS, gender

and environmental issues appeared not to have been fully mainstreamed in programming.¹ Several interviewees confirmed this view. One interviewee stated that the magnitude of the epidemic had forced the UNDP to deal with HIV/AIDS. Gender was not perceived as urgent.

The second Country Cooperation Framework from 2002 – 2006 focused on assisting the South African government to implement policies and strategies to ensure greater social and economic transformation, with a special emphasis on rural areas. While acknowledging the strides made by government in promoting gender equality, the report states that poor, black, rural women continue to bear the brunt of poverty and violence in South Africa and continue to find themselves in the most destitute part of the population.

The CCF identifies four broad programme areas:

- Transformation of human development – this area includes the publication and dissemination of the national human development reports, support for South Africa Poverty Watch and support through the “South Africa 2015: Creating the Future” to government and other sectors;
- Integrated sustainable rural development – this programme aims to develop poverty reduction models in the four poorest provinces. Gender and HIV/AIDS will be mainstreamed into rural poverty reduction strategies in partnership with the Office on the Status of Women. Two of the outcomes of this programme explicitly include gender – gender, along with HIV/AIDS and the environment, is to be fully mainstreamed into the poverty reduction models and gender-mainstreaming capacity is to be developed in the provinces with gender focal points empowered to contribute to rural poverty reduction efforts;
- Holistic response to HIV/AIDS and poverty – this programme recognizes the links between poverty and HIV/AIDS and aims to develop programmes to reduce the incidence of both poverty and HIV/AIDS by addressing the factors that reinforce the links between the two. UNDP supports the work of the UN Theme Group on HIV/AIDS and is working with provinces to develop provincial HIV/AIDS and poverty reduction strategies. It is also assisting to build institutional and human capacity to implement the strategies. This area recognizes the need to address the feminization of poverty.
- Environment and development – UNDP South Africa recognizes the poverty-environment interface and provides a combination of support to local, national and global initiatives.

UNDP identified four priority provinces, Eastern Cape, KwaZulu Natal, Limpopo and the Northwest Province and works with national, provincial and local government.

Despite the clear attempts to mainstream gender in the current CCF, there are inconsistencies that reflect common pitfalls of gender blind planning and policy development. Gender is mentioned as a stand alone consideration but then is not reflected as a cross-cutting issue in critical areas like HIV/AIDS and the environment.

Interviews and an examination of other key documents revealed that the basic principles of gender mainstreaming are not being observed at the conceptual stage

¹ Country Cooperation Framework for South Africa 2002 - 2006

of projects. Many interviewees highlighted a lack of capacity to undertake any form of gender analysis. It is therefore clear that the concerns raised at the conclusion of the 1997 – 2001 CCF have not been adequately addressed.

The CCF extends until 2006 and the UN Development Assistance Framework (UNDAF) is being reviewed. There will be a strong emphasis in the future on service delivery and on more coordinated UN responses to country needs led by the UNDP which is responsible for coordinating the work of all the UN agencies. This is therefore an ideal moment to put gender mainstreaming mechanisms into place.

Recommendations

- While it may be too late for the UNDP to effectively mainstreamed gender into existing projects, guidelines, procedures and processes should be put into place as soon as possible for ensuring that gender is mainstreamed into the new CCF and UNDAF.

PROGRAMMING²

The most important test of gender mainstreaming is the extent to which gender awareness is reflected in the deliverables of the organisation. At a programmatic level this is reflected in the selection of programme areas. Because women have been historically disadvantaged, one approach is to ensure that the specific needs of women are addressed through programmes specifically targeted at women.

However, this should not be at the expense of ensuring that women benefit equally from existing projects, or indeed that women benefit slightly more, as a means of “positive discrimination” to overcome the existing inequalities. Programme design also requires an understanding that even if the client is primarily one or the other sex, there are still gender issues to be addressed. For example, a programme for young women only that simply reinforces occupational gender stereotypes does not help to overcome gender inequalities in our society and vice versa.

At a project level, gender mainstreaming involves ensuring that the particular needs and requirements of boys and girls, men and women, are taken into account in all stages of the project design, from concept, to design to implementation. For example, in planning a sports project, unless a conscious effort is made to ensure that facilities are provided for male and female sports, the likelihood is that far more resources will be put into sports in which men predominate. This is an example of *gender neutral* programming (i.e. no negative harm was intended) that actually turns out to be *gender blind* (the upshot is negative because sport is so subliminally linked with men rather than women) that can only be corrected through *gender awareness* (a conscious effort, at all times, to question the gender implications of what we do).

Gender specific programmes

As the evaluation notes, three women/gender-specific projects have been supported since 1997. One project, completed in 2000, specifically aimed at the empowerment of women through support to a national network on violence against women.

² This section was informed by interviews with key staff, including the three unit heads, and documentation provided by the country office or available on the website.

Another project, also completed in 2000, aimed at capacity building of women in political leadership. Some of the women who benefited from the training progressed from being politicians at local level to the national assembly. Outputs from the project included a comprehensive research done to assess the number of women at local government level.

The third project, funded under the second CCF, specifically aims at capacity building of the national gender machinery and GFP's at provincial level, thus contributing to gender mainstreaming in the country. There have been some serious delays in project implementation, but the output of the first years seems to have been significant. Provincial OSW Coordinators their supervisors have acquired gender-mainstreaming skills. The project is still on-going, but will be completed very soon.

There are no new gender-specific projects in the pipeline. Lack of financial resources and limited capacity to do resource mobilization, as well as the perceived lack of support in the CO were mentioned as limitations to start new projects specifically aiming at gender mainstreaming and/or women's empowerment. The evaluation comments that "This is a missed opportunity, because specific projects/components addressing gender equality are still necessary on specific themes and for capacity building of both government and civil society."

Recommendations

- It is recommended that the CO reconsider the position taken on gender specific projects. While these should not be at the expense of gender mainstreaming, they have an important role to play in giving visibility to gender issues and in keeping the UNDP in touch with those who work in this area. As the evaluation suggests, a "review of the capacity building project with the national gender machinery could provide suggestions for further activities. Furthermore violence against women is a serious problem in SA, which is compounded by the high prevalence of HIV/AIDS. This issue is addressed by Women's NGOs and civil society."

Gender mainstreaming in all programmes

The situation analysis confirms and elaborates on the finding in the evaluation that gender is not being systematically mainstreamed into all programme work in line with the UNDP Corporate Gender Strategy. A brief examination of the work of the units illustrates these concerns.

Governance and Regional Integration Unit

This unit leads the UNDP programming in the areas of governance and regional integration. It also provides support to the Deputy Resident Representative on strategic partnerships and has recently taken responsibility for overseeing the monitoring and evaluations of all programmes. Projects focus on strategies to reduce poverty and improve democratic structures.

The **UNDP Corporate Gender Strategy** says that emphasis will be placed on efforts to:

- Invest in women's full participation in democratic governance through support to women candidates in parliaments and local elections; provide leadership training for women in decision-making;

- Promote legislative, electoral and judicial reform to ensure that women's rights are protected in law and in practice;
- Develop women's political empowerment through increased access to information and communications technology;
- Integrate women's rights into national development strategies and support national capacity for the implementation of CEDAW; and
- Bring civil society and women's voices into the national policy dialogue.

Against this background, it appears that this unit has been largely unable to mainstream gender in its programmatic work. One interviewee cited a "serious lack of capacity" as the reason for this. The interviewee indicated that gender mainstreaming skills were simply not available in the country office and that pressures of work made it difficult to source them from the regional gender advisor or from independent consultants. The interviewee could not clarify the role of the gender focal point in the country office. It seems that the unit has missed important opportunities to mainstream gender in areas of its work.

It currently has seven ongoing projects, five of which are country specific and two are regional programmes that the unit supports (these are the NEPAD programme and the Africa-Asia SME Network). With the exception of one project, described briefly below, none of the other projects included gender and no visible attempts were made to mainstream gender. There are no gender specific projects undertaken by the unit.

Eastern Cape case study

Only one project, the Eastern Cape Provincial Growth and Development Plan Support Initiative, specifically developed concrete strategies to mainstream gender. The overall aim of the project was to provide a framework that will guide the future development of the Eastern Cape Province through the design of a Provincial Growth and Development Plan. The Plan sets out the provincial vision, targets and programmes aimed at economic growth, employment creation, poverty eradication and income distribution. It focuses on improving the quality of life for the poorest people of the province. One of the underlying principles of the Plan is a commitment to mainstreaming gender. The UNDP, through the Governance and Regional Integration Unit, provided support in mainstreaming gender by building the capacity of the gender focal points in the various line departments.

This process of mainstreaming included:

- Enlisting the active participation of the UNDP Regional Gender Policy Advisor at the beginning of the project;
- Enlisting the active participation of the provincial OSW;
- Appointing a gender specialist for a three month period to work directly with the gender focal points to ensure that they had the skills and capacity to conduct a gender analysis of the departmental plans.

Although this project is largely regarded as a success story with regard to the mainstreaming of gender, the gender specialist involved has raised concerns about lack of follow up and will elaborate on these at the strategy and policy workshop. Staff at one of the focus groups raised concerns about whether this approach could

be replicated in other work and whether the country office had developed additional skills in mainstreaming as a result of the project.

A limitation of this approach relates to employment of an independent consultant for a short period – an interviewee indicated that skills needed internally had not been available which had led to the employment of the consultant, but that the country office had not used the opportunity to develop the necessary skills. Despite this, it appears that the project itself benefited from the inclusion of a gendered approach.

Social Development and HIV/AIDS

This unit houses the gender mainstreaming project and has identified gender as a key issue for the country office. The current JPO, who operates as the gender focal point, is also employed in this unit. It appears to be the only unit that undertook any gender specific projects, namely the Capacity Building Project with the OSW, which is still ongoing, and Support to the Women's Development Foundation and Support to the National Network on Violence Against Women, both of which have been finalized (see gender specific programmes)

The biggest programme in this unit is the Integrated Response to HIV/AIDS and Poverty, which originally consisted of three initiatives:

- A community enhancement project;
- A leadership project;
- A project aimed at mainstreaming gender into the Integrated Development Plans of Municipalities.

A recent evaluation revealed that the outputs of the three projects were not significant and were not properly integrated. The programme has therefore been refocused as a springboard for service delivery optimisation and will explore gaps in the delivery of health services. The programme is currently mapping service delivery in KZN.

With regard to HIV/AIDS, the **UNDP Corporate Gender Strategy** states that emphasis will be placed on efforts to:

- Develop HIV/AIDS responses that place women and girls at the centre and address their vulnerabilities and lack of power to negotiate protected sex;
- Promote the leadership of women in shaping government responses to the pandemic;
- Support strategies that mitigate the socio-economic impact of HIV/AIDS on women caregivers;
- Promote the use of participatory methods and tools for changing gender relations and addressing stigma; and
- Design multi-sector, integrated poverty reduction strategies to address the socio-economic impact of HIV/AIDS from the mitigation and prevention perspectives.

Although the unit clearly views HIV/AIDS as an entry point to gender issues, the projects do not collect gender disaggregated data and it was not possible to assess the impact of the projects on men and women. It does not appear that any of the projects specifically targeted women, despite an understanding of the impact of the epidemic on women.

The unit also has a number of other projects in which gender does not appear to have been mainstreamed. For example:

- The GIPA project which aims to include people with HIV/AIDS in the design and development of projects affecting people with HIV/AIDS. The project aimed to ensure that people with HIV/AIDS have a face and a voice. The project did not have a specific focus on women nor did it employ specific strategies to ensure that their concerns were included.
- Model Communities to Demonstrate an Integrated Approach to HIV/AIDS and poverty – this project is in the early stages of the Uthungulu District Municipality in KZN and it aims to mobilize and strengthen the efforts of communities and their support organizations in the areas of prevention, care, support and mitigation of HIV/AIDS. The project focuses on building the capacities of municipal institutions, strengthening networks and facilitating the provincial administration of an integrated response. Again, documentation that was reviewed indicated that the project components fail to identify key gender concerns, including the burden of care born by women and young girls and the difficulties women experience in developing appropriate prevention strategies.

Environmental Unit

The unit is currently the smallest of the units and focuses on four main areas:

- Biodiversity
- Climate change and energy
- International waters
- Land desertification and degradation.

Poor woman and children are the most seriously affected by environmental hazards and degradation, and the consequences of poor and inadequate energy services. It is therefore important that their voices are heard and inform the strategies for sustainable development processes, promoting participatory resource planning and strengthening policy and regulatory frameworks to protect their access to natural resources. Energy is a potentially important access point to address some of the key developmental issues for poor women.

On energy and environment the **UNDP Corporate Gender Strategy** states that emphasis will be placed on efforts to:

- Build gender analysis into the design of energy services;
- Develop participatory resource planning; strengthen policy and regulatory frameworks to protect poor women's access to natural resources;
- Design gender-responsive strategies for sustainable development processes, including social, economic and environmental dimensions of energy services;
- Scale up and expand the UNDP case studies on energy and women as critical policy and programme design options to improve women's access to modern energy services; and
- Scale up and expand the use of the UNDP tool kit on gender mainstreaming in integrated water resources management.

An interviewee indicated that efforts were made to ensure that there is a gender balance in the project steering committees and other operational areas of projects. The interviewee indicated that there were opportunities to better mainstream gender, but also cited a lack of capacity in the country office.

About 85% of the work undertaken by the unit is conducted for the Global Energy Fund, which focuses only on issues that pose a global threat to the future. It will not provide funding for any projects that focus solely on national or local issues. It appears that the GEF does not regard gender as a priority and this had created difficulty in mainstreaming gender.

The project cycle

The project cycle presents a number of opportunities to raise and integrate gender, but these are not being routinely utilised. Project proposal documents are usually (but not always) developed by programme officers. At present there is no requirement that a basic gender analysis be included in all proposals would begin to institutionalise mainstreaming.

The Pre Project Appraisal Committee (PAC) and PAC processes also present opportunities to ensure the mainstreaming of gender that are currently not being exploited. The PAC brings together representatives of all units to assess projects and query the extent to which they are aligned with corporate priorities and goals. One interviewee indicated that gender concerns are always verbally raised even if there is no written requirement in the project proposal or in the assessment process for doing so. This effectively means that gender is left to chance and one interviewee said that when it is raised it is often in a light hearted way.

GL has examined the “ERP supported Project Document with Annual Work Plan” and is surprised to note that gender does not appear anywhere in this corporate project format document. This should be a key tool for ensuring that gender is mainstreamed in all programmes and projects.

A further important process for ensuring that gender mainstreaming considerations are implemented is in the composition, procedures and records of the Programme Steering Committee (PSC), field visits and final evaluation of the project.

Recommendations

- A lack of capacity was cited on numerous instances as a barrier to mainstreaming gender in programming. While it is desirable to develop this capacity in the country office, the UN Volunteers programme should be tapped to locate gender expertise in the short and medium term. This programme sources high caliber experts to work in countries where their expertise can assist in development.
- As part of the follow up to the policy and strategy workshop, each unit should develop a checklist to be considered in programme and project design to ensure that gender concerns are routinely incorporated into projects and move beyond a simple consideration of numbers.
- Even if it means adding to the existing template, UNDP SA should review the ERP Project document and ensure that gender considerations are clearly articulated in the situation analysis, strategy, management arrangements, monitoring and evaluation, results and resources framework, work plan and budget.
- Gender should be reflected in the agenda of PAC meetings and should form part of the record of the assessments made.
- Gender should be reflected in the composition, procedures and minutes of the PSC, checklists for field visits, and terms of reference for project evaluations.

INSTITUTIONAL TRANSFORMATION

This concerns the range of administrative measures that need to be taken to ensure that hiring and promotion policies do not discriminate against women directly or indirectly; the creation of work environments that are family friendly and free of sexual harassment; as well as the re-orientation of the culture of an institution- its language and practices- to ones that encourage the best in both men and women.

In 2003 the UNDP adopted the **Gender in Management Policy**. Key provisions include:

- A target of 50/50 gender distribution in UNDP by 2010 in professional category and above; overall and in each level.
- Special measures for achieving this such as a 3:2 ratio in new hires; flexibility in promoting qualified women and a revitalized spouse employment policy (international staff); as well as gender-sensitive staff retrenchment politics.
- Work life initiatives such as the reimbursement of additional child care service costs incurred by single staff members while on travel duty.
- Learning opportunities and programmes including developing greater awareness of assumptions and perceptions regarding gender balance staff surveys and exit interviews that address gender issues.

Staff profile ³

The table below illustrates the current staff composition of the UNDP SA:

CATEGORY	No of women	%	No of men	%
Senior Management (6)	3	50	3	50
Middle management (5)	1	20	4	80
Professional (16)	6	31.5	10	62.5
Secretarial/ clerical (31)	19	62	12	28

There are currently 58 staff members, although this number was set to change with a number of staff leaving at the end of August, either having resigned or their contracts ending.

³ These figures were obtained from the Human Resources Officer

The current Head of Mission is a woman and 50% of senior management are female. There is however less of a balance at other levels of the organisation, with only one female programme head (Social Development and HIV/AIDS), and the bulk of female staff being clustered in the support/clerical category. Women are particularly under-represented in the professional and middle-management categories.

Interviewees seem to be aware of the disparities and one interviewee indicated that efforts had been made to recruit women for so-called non-traditional posts, including drivers. However, no specific targets appear to have been set in line with the Gender Balance in Management Policy. In addition, there is no employment equity policy and since UNDP is not subject to South Africa legislation, according to interviewees, there are no plans to develop such a policy or employment equity plan.

Selection, recruitment

Jobs are advertised in mainstream media and women are encouraged to apply. One interviewee stated that although women were explicitly encouraged to apply for positions, "there is still a mentality that where there is a senior position, people are still looking for a male in their minds".

Applicants are usually chosen on the basis of their skills, qualifications and experience and women will only be preferred over men if candidates are similarly qualified. There is usually intense competition for positions in the UN and the larger number of men in the middle management and professional categories seems to indicate that men are more successful than women. There is no data base of women candidates although hard copies of CVs are retained.

There are concerted attempts to make sure that selection panels are gender balanced, but this is not always achieved. There are no guidelines that regulate the kinds of questions that may be asked and two interviewees cited examples of inappropriate questions that were asked during interviews (including whether young women were intending to have children and how women would balance families and work priorities where the position required travel). Selection of candidates is made on the basis of "most qualified". These people tend to be men, especially for senior positions.

Career pathing

There is no special training for women and there does not appear to be any programme in place to identify and mentor promising young women in the country office. Career pathing is an issue, especially with regard to middle and senior management. There are limited opportunities for movement within the country office for national staff. Many staff members are employed on one year contracts and this obviously creates difficulties for empowering women in these positions. At the focus group meeting of support staff, women- who predominate in this category- expressed frustration at what they perceive as a brick wall to their career advancement. As one staff member put it, "once you are a PA you will always be a PA."

One interviewee indicated that there was a commitment to develop staff but could not provide examples of this. There is no formal mentoring system and programme directors may or may not undertake this. Gender is not a criterion for promotion and

achievements in advancing gender equality are not being included in performance appraisals.

Working conditions and practices

Men and women receive equal benefits. There are maternity and paternity leave policies and a sexual harassment policy that was developed by UNDP Headquarters. Employees do work at night and there are no special arrangements made to ensure the safety of women, although access to the building is restricted.

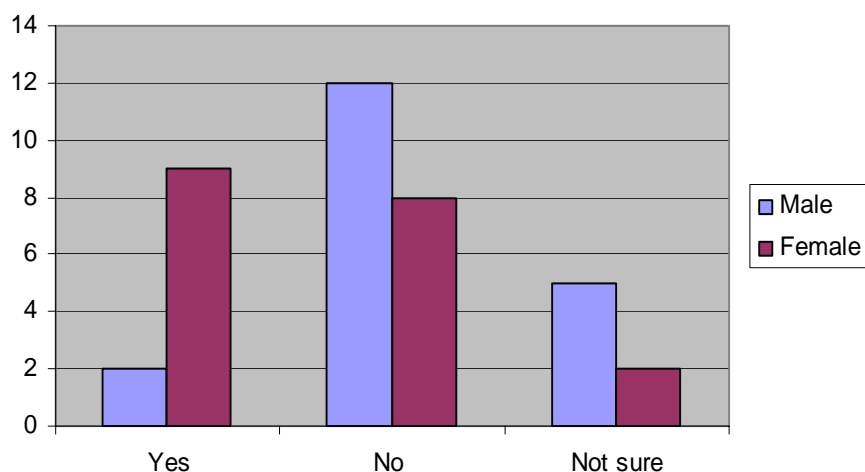
There have been no specific efforts to put family-friendly practices in place such as day care facilities and flexi time making creative use of advances in using information technology

Work environment and attitudes

During the focus group meetings, particularly with support staff, women staff raised a number of concerns regarding the work environment. These ranged from sexist comments and innuendo to more subtle forms of discrimination like not being taken seriously. For example many women administrators said that drivers under their supervision did not take them seriously.

An important finding in the analysis of the questionnaires, illustrated in the graph below, is the extent to which women believed that they had been unfairly discriminated at one time or the other because of their sex as compared to men. It is also interesting that a higher proportion of men than women were not sure if they had been discriminated against.

Have you ever felt unfairly discriminated against because you are a man or a woman?



Compared to men, women gave more personalised first hand accounts of how they have faced discrimination owing to their sex. This is not confined to the experience of work, as in the case of males, but extends to other environments such as the home and the

public arena. Some men perceive the advancement of women as a threat to their personal and professional status. Gender mainstreaming in these instances is perceived as a process and strategy that will marginalise the needs, aspirations and achievements of men. It is also seen as a strategy that over-privileges women.

Concerns about sexual harassment surfaced in the evaluation; as well as in number of interviews and in the focus groups conducted as part of this situation analysis. During the course of this analysis consultants became aware of one incident in which the person concerned did not wish to raise the issue for fear of reprisal. This raises a number of serious concerns: that despite having a corporate sexual harassment policy the issue is not well defined or understood in the work place; that men apparently believe that they can get away with such behaviour and that the environment is not one in which the matter is openly discussed.

As reflected in responses to the questionnaire, however, there are many men within the UNDP who are trying to walk the talk of gender equality in their lives and in their conduct at work. For example in response to the question of how staff experience gender in their every day life, many men mentioned helping with household chores and one mentioned trying to build gender sensitivity into his parenting responsibilities, although this is a challenge given the prevailing norms outside the home.

Recommendations

- Specific targets for achieving gender balance at all levels of the UNDP need to be set in line with the Gender Management Policy.
- Clarity must be obtained on the legality of ignoring the employment equity requirements set out in national legislation. This is a serious issue for national staff.
- Recruitment practices need to include identifying female candidates with the potential to perform. This will alleviate the current problem of employing “the most qualified” candidates, who tend to be men. This policy should be accompanied by concrete strategies to mentor and support promising candidates.
- The corporate Work/Life and family leave policies must be more rigorously applied in the country office.
- Consideration should be given to instituting more family friendly practices as part of the Gender Policy.
- The corporate sexual harassment policy needs to be disseminated and steps must be taken to create a conducive environment for women to report incidences of sexual harassment. A workplace workshop of sexual harassment should be conducted.
- To promote a more gender-sensitive work environment, UNDP should run a series of monthly brown bag lunches where topical and sensitive issues can be openly debated and units can share progress they are making as part of the Gender Policy (see also awareness raising under capacity building).

MONITORING AND EVALUATION

The only way to measure the gender impact of service delivery is by having specific *gender indicators* as part of the monitoring and evaluation system. These, in turn, can only be meaningful if the organisation keeps regular, accurate and updated *gender disaggregated* statistics.

The most commonly available data in any organisation is that relating to the number of women and men employed by that organisation. This is an important but inadequate measure of gender mainstreaming. Gender indicators should include beneficiaries of the services being delivered.

They also need to include qualitative as well quantitative indicators. For example, numbers of women in a decision-making structure do not reflect the extent to which women actively participate in such a structure. This calls for other indicators: such as the proportion of women in leadership in the structure; the extent to which women raise issues and are able to influence policies etc. A useful way of thinking about quantitative and qualitative indicators is outputs versus outcomes.

Performance in any organisation is measured both at an organizational and programme level, as well as at an individual level. It is therefore imperative that gender indicators not only be at the collective level, but also at the level of individual performance management. It is especially important that gender feature in the performance agreements and assessments of managers who set the priorities and monitor the implementation of the work of the organisation.

Another useful measure is resource allocation. The easiest gender related-statistic to pick out in any budget is the resources specifically targeted at projects for women. However, such resources usually constitute only a tiny portion of the overall budget (often not more than five percent). Far more revealing is the extent to which a) women are able to benefit equally and meaningfully from the resources allocated to mainstream projects and b) the extent to which these projects help to redress gender imbalances, for example through promoting access by women to non traditional areas of work. *Gender budgeting* therefore refers not only to expenditures earmarked for women; but also to an analysis of the entire budget from a gender perspective.

If the UNDP is to be true to its ideal of gender mainstreaming, there are at least **six ways in which gender can and should be built into the monitoring and evaluation** practices. These are:

- In the overall organisational score card.
- In the detailed indicators that are developed in programme work plans.
- As part of the gender balance score card launched by the Office of Human Resources in 2004.
- As part of the performance appraisal system.
- As part of the budget.
- As part of the gender score card established by the Corporate Gender Strategy.

One of the immediate difficulties confronted in undertaking this analysis is that the monitoring and evaluation function itself within the UNDP is in transition. There used to be a separate unit responsible for the monitoring and evaluation of programmes but this has recently changed and the governance unit is now responsible for overseeing monitoring and evaluation. The placing of this function in a line unit raises concerns as to how monitoring and evaluation will be implemented across the board.

The general weaknesses surrounding monitoring and evaluation compound the more fundamental problem that up to now the UNDP SA has been lax in developing let alone implementing gender indicators. In the analysis of the questionnaire, this is reflected by the weak general understanding of what is meant by gender indicators, with most citing either proportion of women or men at the work place, or of project beneficiaries.

The weaknesses are specifically reflected in all the six potential areas for developing and monitoring indicators listed above:

UNDP score card

The UNDP has an elaborate corporate score card system that each country office is expected to implement. This covers:

1. The UNDP contribution to development results (programme score card);
2. Stakeholder perceptions;
3. Organizational effectiveness;
4. Learning and growth
5. Financial.

A glance at the score card shows that gender is only mentioned twice: gender mainstreaming, as one of the goals for the MDGs; and female/male ratio as a proportion of professional positions under organizational effectiveness. Gender does not feature at all in key areas such as stakeholder perceptions; learning and growth and financial management. The extent to which any of these indicators is being effectively monitored raises doubts. In some cases full marks are assigned while in others no grade has been assigned at all.

Programme work plans

The "expected results" set out in the CCF 2002 – 2006 include some results that deal with gender but these are very broad and would need to be refined at programme level.

The Programme Work plan 2005 contains success indicators, but these are notable for their lack of indicators relating to gender. In the Eastern Cape project (described above), one of the activities described is the development of "poverty reduction strategies at sub-national level linked to the MDGs and incorporating crosscutting issues such as gender, the environment, HIV/AIDS and human rights issues". The success indicator however fails to mention gender at all.

It appears that all projects must include a built in monitoring and evaluation process and this may include various components, including regular site visits, reviews, the development of a steering committee, a mid-term evaluation and an audit. Some

projects are supposed to be documented so that best practice examples can be shared in the global network.

The Programme Work plan 2005 indicates that some units, especially the Environment Unit, have taken pains to develop indicators. These however do not include gender and all interviewees indicated that they did not feel able to develop indicators relating to gender for their projects. Again, a serious lack of capacity in the country office was sited as a major barrier to the development of a gendered M & E system.

The relationship between the work plans and point one of the score card (UNDP contribution to development results) is confusing, possibly owing to certain programmes adjusting their focus. However this disjuncture weakens transparency which in turn weakens effective monitoring.

MDG reporting, advocacy and implementation

As the flagship of international development efforts, the MDGs provide a key opportunity for developing meaningful gender indicators and monitoring implementation more effectively. The MDGs, which consist of eight goals; 18 quantitative targets and 48 indicators, have been criticized by gender activists for failing to mainstream gender effectively. Goal three is specifically to empower women and promote gender equality. But the targets are confined to gender parity in primary and secondary education; one of the few areas in which there has been visible progress. Gender is not effectively mainstreamed across the other targets. The UNDP Corporate Gender Strategy says that the UNDP will: “deconstruct MDG monitoring to flag disparities between women and men, identify gender-based discrimination and ensure gender monitoring in all targets; engender MDG implementation within the roll out at country level and strengthen capacities of the United Nations Gender Theme Groups” to support gender in the MDG's. This presents a key strategic entry point for developing and monitoring gender indicators.

The Gender Balance Score Card

This is a tool that has been developed at corporate level to monitor the UNDPs 50/50 by 2010 target for its own staff composition. While staff in the human resources unit were aware of this tool at HQ level and contribute statistics to it, there do not appear to be targets or a plan for the South African office (see institutional transformation) nor a SA specific Gender Balance Score Card that is visible, publicised and tracked.

Performance appraisal

The **UNDP Corporate Gender Strategy** emphasises the importance of monitoring individual performance, especially that of senior managers and United Nations resident coordinators. It states that Results and Competency Assessments (RCAs) may include the following key performance indicators:

- Create an enabling environment and working conditions that promote the implementation of the UNDP work-life policy;
- Promote the advancement of women to increasingly high positions and protect staff from all forms of discrimination and harassment;

- Ensure that gender analysis informs the development of all policies and programmes, and that adequate resources are available to hire gender experts;
- Establish specific performance indicators for MYFF reporting on the gender driver;
- Provide gender training for staff, encourage learning and participation in the community of practice and the knowledge network on gender; and
- Upgrade the role of the gender focal point as a core function built into the relevant RCAs.

With the exception of the Gender Focal Point, gender is not written into the job descriptions or performance agreements of any UNDP SA staff. This is a serious omission that needs to be rectified. Effective monitoring of such performance also requires further debate, as the corporate Results-based Competency Assessment Form currently in use is extremely general and makes no provision for gender.

Resource allocations

There are two main budgets – one for projects and one for office operations. Project managers are responsible for drawing up budgets for particular projects. The Unit Head will approve the budget and the Deputy Resident Representative (Programmes) is ultimately responsible for approval of these budgets. Project proposals, along with the budgets, are then approved by the Project Appraisal Committee. If the project is approved, a detailed project document is drawn up. Funding is received from UNDP Headquarters and may also be received from donors. Funding is received in a lump sum and is specified in terms of a programme. The head of a unit in consultation with the Deputy Resident Representative will decide how the funding is spent.

The Operations Unit also receive a lump sum from UNDP Headquarters. This must be utilised for office needs.

Despite being in a country that has been at the cutting edge of gender budget initiatives, the UNDP budget has not been subjected to gender analysis, a key management tool for ensuring that gender mainstreaming is taking place. There are several measures that can be applied:

- With regard to institutional transformation, a calculation of the average earnings of women and men in the UNDP would put a rand figure on the extent of the gender gap in the organisation and should form one of the targets in the action plan. Budgetary allocations for creating and implementing an employment equity plan could also form another target/indicator.
- Within the programme budget, there should be identifiable budget lines for gender specific projects, and for gender mainstreaming projects such as this.
- Priorities, as reflected in budget allocations, should be interrogated to assess the extent to which those programmes receiving the largest amount of funding are also playing a strategic role in advancing gender equality.
- Consideration should be given to a specific budget line for instituting effective gender mainstreaming processes by partner organisations as part of funding agreements.

Gender score card as part of the Corporate Gender Strategy

According to the **UNDP Corporate Strategy**, the organisation is developing specific performance indicators to monitor, on a yearly basis, the effective implementation of its corporate gender action plan. These include a gender mainstreaming scorecard to be implemented in 2005 that will track overall progress in gender mainstreaming at the corporate level. This will "complement the gender balance scorecard launched by the Office of Human Resources in 2004, which relates to staffing and human resource management issues."

No one appeared to be aware of this initiative from the headquarters, and no Gender Score Card is in place in the country office. The Gender Mainstreaming Project provides a unique opportunity to develop such a score card as part of the system-wide initiative.

Recommendations

- As part of the action planning at unit level that will follow the development of a gender policy and strategy, gender indicators should be developed for each area of work, and skills developed for sustaining this in future.
- These indicators should form part of the work plan and the score card.
- Gender should be integrated into all areas of the score card.
- UNDP should develop a flagship gender indicator project e.g. around the MDG's that can be used to demonstrate the value of its approach to gender mainstreaming.
- The indicators for the human resource division should be in conformity with the Gender Management Policy and the Gender Balance Score Card.
- Job descriptions and performance agreements should be reviewed to reflect gender and these should be built into the RCA system.
- There should be a gender audit of the UNDP SA budget and this data should be used in developing targets and indicators of a budgetary nature.
- While all indicators should be integrated into the overall score card, there should also be a stand alone gender score card that accompanies the strategy and action plan, and is consistent with the Gender Score Card being developed as part of the UNDP Gender Corporate Strategy.

GENDER MANAGEMENT SYSTEM

A **Gender Management System (GMS)** is the network of structures, mechanisms and processes put in place within an existing organisational framework, to guide, plan, monitor and evaluate the mainstreaming of gender into all areas of the organisation's work, in order to achieve greater gender equality and equity within the context of sustainable development. A GMS may be established at any level of government, or in institutions such as universities, inter-governmental or non-governmental organisations, private sector organisations or trade unions. The mission of a Gender Management System is to advance gender equality through promoting political will; forging a partnership of stakeholders including government,

private sector and civil society, building capacity and sharing good practice. (Commonwealth Secretariat, Gender Management System Handbook, June 1999).

Institutional mechanisms are critical for ensuring that gender mainstreaming takes place. Care must be taken to ensure that these structures are not marginalized, and that they are not regarded as just human resource department, but extend to the policymaking, planning and implementation arms of the institution. The responsibility for gender mainstreaming must be shared by all, and especially driven from the senior management level while ensuring that specific responsibility and expertise are vested in a gender unit or (in smaller organisations) a Gender Focal Point (GFP) empowered to perform a cross cutting function. The gender structures have a key role to play in developing gender analysis skills within the organisation as well as creating a conducive environment for gender mainstreaming.

Country office

Within the UNDP, the task of championing gender mainstreaming both in the UNDP and across the UN system rests with Resident Co-ordinator. Although she is new, several interviewees indicated that she had already displayed a strong commitment to gender and mainstreaming. However, this commitment needs to be more broadly shared by all senior managers. One interviewee commented that gender "is always raised in a facetious way" at senior management meetings.

For an organisation the size of the UNDP with 58 staff and five units, the day to day structures for gender mainstreaming are inadequate. The following excerpt from the evaluation, *Gender Mainstreaming in UNDP South Africa* is instructive:

"Since 2000⁴ the Country Office has had three staff members who were gender specialists or gender focal points. In 2000 a national gender expert was working at UNDP (also for other UN agencies), but she left after a short period. In 2000-2001 a female United Nations Volunteer (UNV) was designated as the Gender Focal Point in the CO. Only in 2003 a new GFP was appointed. A female Junior Professional Officer (JPO), who is the HIV/AIDS programme officer, was asked to be the Gender Focal Point.

She is an HIV/AIDS specialist and has some knowledge on gender issues, but she does not consider herself to be a gender expert. There is no Terms of Reference for the Gender Focal Point and she can only spend 15-20% of her time on gender. In practice she has been handling the specific projects that contribute to gender mainstreaming, and served as the contact person for gender outside the CO. Internally she does not play a special role in gender mainstreaming in all programme areas. Her rank also does not enable her to influence decisions and push an issue like gender mainstreaming. Both the UNV and JPO are per definition temporary positions of two to three years.

At regional level there is a full time gender advisor located in Johannesburg (previously in Pretoria) at the Regional Service Centre. She has given advice to the SA Country Office, for example on gender mainstreaming in the provincial governance project. The regional gender advisor feels that the SA Country Office has made limited use of her services and that much more

⁴ the mission could not obtain information on gender experts or focal points before 2000

could have been done. At the request of the management of the country office she made a proposal for the implementation of a gender audit of the CO in 2003. However, this was never followed-up. The regional gender advisor is responsible for 23 countries and in addition she has to spend 30% of her time on global/HQ work. This means the possibilities to provide individual support and advice is also limited.

UN system

The **UNDP Corporate Gender Strategy** specifically assigns country offices the responsibility to:

- Promote gender mainstreaming systematically in the work the United Nations country team by establishing and strengthening inter-agency thematic groups on gender;
- Build the technical capacities of the thematic groups on gender in collaboration with UNIFEM and the United Nations inter-agency network on gender (by using the United Nations toolkit specifically designed for this purpose);
- Coordinate gender responses in the operational activities of the United Nations at the country level and promote coherence through the CCA/UNDAF, MDG and PRSP work processes.

Within the UN level system the UN gender thematic group has been an important channel for information sharing, but in South Africa the theme group has been dissolved about 4 years ago. This is of considerable concern to the RR (interview, Kimaryo). However the dilemma is whether to revive this group while the UNDP is getting its gender mainstreaming house in order, or after it has done so. As a start representatives of the other agencies have been invited to the Gender Policy and Strategy workshop as part of the GMP. Their views will be sought on the issue.

Awareness raising and capacity building

The **UNDP Corporate Gender Strategy** states:

“The UNDP Learning Resource Centre will review its entire staff training programme to upgrade and extend gender training to all staff, including resident coordinators and senior managers. A basic training programme on gender awareness will become mandatory for all newly recruited staff, resident coordinators and managers. The Virtual Development Academy module on gender will be regularly upgraded with feedback from participants and contributions from UNIFEM.

The UNDP gender knowledge network, housed in the Bureau for Development Policy (BDP) will continue to service staff across the organization with ideas, tested tools and good practice for effectively addressing gender equality. The UNDP knowledge products and services will be regularly upgraded to provide the best possible support to the organization in general and to country offices in particular. UNIFEM will provide expertise, gender mainstreaming tools and innovative models in response to country office queries in the specific areas where it has accumulated experience. UNIFEM and UNDP practice groups will undertake network discussions on how best to mainstream gender in UNDP building on its earlier work.”

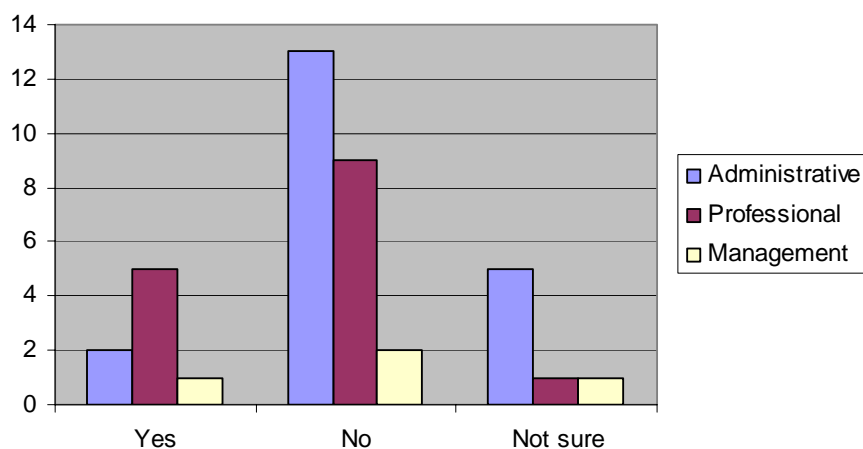
Against this background, one of the most consistent findings of both the evaluation that preceded this situation analysis and our own research is the need for general

awareness on gender as well as the in-house skills with which to ensure that gender is mainstreamed in the work of the UNDP.

At a general awareness level, the analysis of the questionnaire showed that there is considerable confusion concerning the difference between sex and gender especially at administrative level where sex and gender are seen as interchangeable. This is better understood at management level, where responses also showed a fairly good grasp of the concept of gender mainstreaming. However, many at administrative level seemed not to understand the concept, with one stating “I have no clue what it is all about.” At the inception workshop that went through basic gender mainstreaming and planning concepts, several senior staff said in the evaluation that they had found this “eye opening” as they had not been exposed to such concepts before.

Despite the considerable resources available to UNDP SA staff through the Intranet and Internet, a high proportion of all categories of staff said that they had never used any gender mainstreaming tools (see graph below). Indeed, of the three managers who responded to this question, only one had used such tools.

Have you ever used any gender mainstreaming tools in your work?



Another significant finding of the needs assessment (see table below) is that most respondents (71.8%) had not received any gender training. More professional staff have received training, although a larger number of them have not. Three out of the four management staff said they had undergone gender training. 81.8% of administrative staff had not undergone gender training.

	Yes	No	Not sure	Total
Administrative	2	18	0	20
Professional	6	9	0	15
Management	3	1	0	4
Total	11	28	0	39
Percentage	28.2%	71.8%	0%	

When asked what kind of training they had received, a few respondents said they had been exposed to gender issues as part of their academic training. Most had been exposed to short courses as part of their work with the UN.

However the evaluation that preceded this evaluation showed that the exchange of knowledge and experiences in the office on gender mainstreaming is rather limited. New staff members do not get briefings on UNDP gender policies and gender in SA; in fact there is no induction programme for new staff members which could include this topic. Cooperation between units is not very strong and lessons learnt on mainstreaming gender in one sector are often not shared with other sectors.

With regard to knowledge building another problem is the lack of a systematic record keeping. This is especially a problem for the gender portfolio, since there has not always been a gender expert or GFP and files seem to have been lost. This has led to a weak institutional memory in terms of what has been done and achieved in advancing gender equality in South Africa to date.

In their responses to the GL questionnaire, a high proportion of staff said that they would like to receive gender training, and most specified that what they need are analytical skills for undertaking gender mainstreaming. In particular respondents said they needed skills to develop gender indicators and to monitor these effectively.

Recommendations

- Gender mainstreaming should be written into the job descriptions and performance agreements of all senior managers and should be a standing item on the agenda of management meetings.
- The UNDP SA should form a Gender Task Team (GTT) comprising Gender Focal Points (GFP) in each unit; appointed at a senior level, with clear Terms of Reference, and due acknowledgement of these tasks in their job descriptions and performance agreements.
- The GTT should be co-ordinated by a full time Gender Specialist, operating from and reporting directly to the RR.
- The first task of the GTT should be to organise mini workshops in each unit for developing gender action plans and indicators, as well as identifying specific capacity development needs and serving as the day to day liaison officers with GL.
- UNDP, through the new Resident Representative, should initiate discussions within the UN Agencies on the establishment of a Gender Thematic Group (GTG) as soon as possible. This would provide a vehicle for closer cooperation between the UN agencies in SA and an entry point for interaction between the UN agencies and women's organizations. Through the gender thematic group, discussions could focus on the needs of the agencies, expertise required, whom to appoint, budgets etc. The regional gender specialist and the current gender focal point would be able to provide valuable suggestions in this regard.
- One of the first tasks of the GTG should be to ensure that gender is integrated into the CCF and UNDAF.
- The GTT and GTG should jointly identify tailor-made training on gender in relation to specific topics like HIV/AIDS; integration of gender issues in thematic training/workshops; informal on the job training; and brown bag discussions.
- Consideration should be given to the establishment of informal structures like a Gender Forum and e-newsletter that will serve to mobilise all staff across the UN family, and especially staff at support level who appear to feel excluded from

such gender mainstreaming and capacity building efforts as have taken place to date.

- The Gender Score Card to accompany the Gender Policy and Action Plan should be widely publicised, with progress and challenges reported on regularly in the e-newsletter.

ANNEX E



GENDER POLICY AND CHECKLIST

I. OVERVIEW

- ✓ Give a brief background of the organisation, its history, objectives, and targets.

II. KEY GENDER ISSUES

- ✓ What are the key gender issues in your area of work?

III. GENDER POLICY FRAMEWORK

National, Regional and international commitments

- ✓ Is the organisation aware of existing national, regional, international commitments to gender e.g. Constitution, Equality Act, CEDAW, the Southern African Development Community Declaration on Gender and Development and how it relates to their work?

Policy formulation process

- ✓ What is the policy formulation process in the organisation?
- ✓ Were both women and men consulted and did they participate in the policy formulation process?
- ✓ If so which specific categories of men and women were targeted (urban, rural, young, old etc).

Gender policy

- ✓ Does the organisation have a gender policy? If so, to what extent are the above commitments reflected in the policy?
- ✓ Is the gender policy an integral part of organisation's policy or is it a stand-alone?
- ✓ Is gender reflected in key policy documents such as mission, vision etc?

IV. PROGRAMME AND PROJECT ANALYSIS

- ✓ What is the work of the organisation and how is it structured?
- ✓ Who are the targets of each programme area?
- ✓ To what extent are gender concerns reflected and addressed in the choice of programme areas?

- ✓ Analyse the gender impact of existing projects using the following framework:

PROJECT STAGE	GENDER CONSIDERATION	EXTENT TO WHICH ADDRESSED	IMPACT ON GENDER EQUALITY
PROJECT PROPOSAL <ul style="list-style-type: none"> ▪ Identification ▪ Needs analysis ▪ Design ▪ Linkages 	Was gender analysis part of the conceptualisation of the project? Were men and women consulted as separate groups?		
IMPLEMENTATION <ul style="list-style-type: none"> ▪ Human resources ▪ Financial resources ▪ Technology 	Quantitative and qualitative information on how men and women contributed to these processes.		
MAINTENANCE/ SUSTAINABILITY	Involvement of men/women in ensuring the sustainability of the project		
INDICATORS	Existence of indicators that show impact on men and women		

V. MONITORING, EVALUATION AND RESOURCE ALLOCATION

- ✓ Is there a built in process for monitoring implementation?
- ✓ Does this process include monitoring the gender impact of the policy?
- ✓ What gender indicators have been developed?
- ✓ Are statistics disaggregated by gender?
- ✓ What proportion of funding and for which projects comes from the RNE?
- ✓ Make a detailed analysis of the budget using the following table.
- ✓ How is the budget divided up within each programme?
- ✓ What is the effect of this with regard to advancing gender equality?
- ✓ How do women benefit from the budget compared to men?
- ✓ Would the budget need to shift to address gender objectives more effectively?

VI. INSTITUTIONAL TRANSFORMATION

1. Quantitative

CATEGORY	No of women	%	No of men	%
Councilors				
Mayoral committee				

Chairs of committees				
Senior Management				
Professional				
Secretarial/ clerical				

2. Selection, recruitment

ISSUE	GENDER QUESTIONS
Policy	Is there an affirmative action policy in line with the Employment Equity Act? What does it say with regard to gender?
Recruitment	How are jobs advertised? What efforts are made to encourage women to apply? Are data banks of possible women applicants kept?
Selection	Are interview panels gender balanced? What kind of questions is asked?
Job description/per f agreement	Is the responsibility for promoting gender equality in all policies, programmes and projects written into these documents?

3. Career pathing

Training and development	What special efforts are made to provide training for women to bridge the gender gap? Is gender training provided, and if so, in what form?
Promotion	Is gender a consideration in promotion?

4. Working conditions and environment

Conditions of service	Are benefits for male and female employees equal? Are maternity and paternity leave provided for? Is there a sexual harassment policy?
Working and physical environment	Are employees required to work at night? What security provisions are mad? Is there provision for flexi time? Does the job involve a significant amount of travel? Are there childcare facilities/provisions? Is there a policy on sexual harassment? Is the use of sexist language banned?

VI. GENDER MANAGEMENT SYSTEM

Governance level

- ✓ To what extent does the board/management regard gender mainstreaming as a priority?

Administrative level

- ✓ To what extent does the management of the organisation take gender mainstreaming seriously?
- ✓ To what extent does all staff take gender mainstreaming as their responsibility?
- ✓ To what extent is performance in this area measured and rewarded?

- ✓ To what extent do turnover and lack of continuity and "institutional memory" hinder gender mainstreaming in the organisation?
- ✓ Are gender resource materials available and accessible?

Gender focal point

- ✓ Is there a gender structure/unit/focal point?
- ✓ At what level is the gender focal point employed?
- ✓ What access to/ influence on decision makers, does the gender focal point have?
- ✓ What other responsibilities does the gender focal point have?
- ✓ Has the GFP received gender training?
- ✓ Does the GFP have clear terms of reference?
- ✓ Is gender part of the GFP job description or is it an- add on?

Analytical Capacity

- ✓ Who in the organisation has received gender training?
- ✓ Who provided the training?
- ✓ What impact did it have?
- ✓ What plans are there for ensuring that all levels of the organisation receive gender training?

**ANNEX F
DRAFT
UNDP SOUTH AFRICA
GENDER POLICY**

Aim

This policy, which forms part of a UNDP-wide gender mainstreaming initiative, sets out the principles and framework for ensuring that gender is systematically integrated into the planning, programmes, work place practices, monitoring and evaluation mechanisms of the UNDP in South Africa. The policy is informed by key international, regional and national commitments; as well as specific analyses of the UNDP South Africa office.⁵ The purpose of having a stand alone gender policy in the UNDP South Africa office is to bring together and enhance all the existing commitments at country and organisational level, and ensure that they are translated into a comprehensive, time bound- strategy with measurable outputs, timeframes and indicators. The policy does not supersede existing policies nor is it separate from all the existing institutional policies of the UNDP, such as those that govern human resource management. It aims to ensure that gender is being effectively taken into account in all these areas of work.

Context

Both in South Africa and within the UNDP, there is a strong enabling environment for gender mainstreaming that has not always been accompanied by the requisite structures, systems and processes to ensure that gender mainstreaming takes place.

South Africa

- South Africa has among the most progressive constitutions in the world for the promotion of human rights and gender equality. Most overtly discriminatory legislation has been removed. But there is still a wide gap between *equality of opportunity and equality of outcomes*. Women, and especially black rural women, remain the majority of the poor and the dispossessed. While there has been a visible increase of women in public office since the first democratic elections in 1994, women are still under represented in many spheres of decision-making especially at local level and in the home. Most women's lives continue to be governed by customary law, and they are unable to enjoy the fruits of the new Constitution. Gender violence, one of the most telling measures of gender disparities, remains high. HIV/AIDS, the pandemic which more than any other feeds on these disparities threatens to roll back even the limited gains that women have made.
- Despite a comprehensive "package" of structures for advancing the status of women, in government, the legislature and civil society, as well as an independent Commission on Gender Equality (CGE) , these structures have not always been as effective as might have been desired. Like gender structures the world over, they are frequently marginalised and under resourced. Some of the collective energy generated by the struggle for

⁵ The policy is informed by: the Gender Mainstreaming in UNDP South Africa paper prepared by a team of experts at the request of the Evaluation Office of the UNDP as part of a broader evaluation of gender mainstreaming in the organisation; the UNDP South Africa Gender Mainstreaming Needs Assessment report based on the questionnaire administered by GL and responded to by 40 (or approximately two thirds) of the staff: 19 men and 21 women; at administrative, professional and management level; two staff workshops.

democracy that opened space for a vibrant gender discourse has dissipated. Many gender NGOs face funding crises. Coordination mechanisms have lacked the necessary vision, clout and leadership to sustain the still enormous task of ensuring equality between women and men in all spheres of life.

UNDP

- The UN has championed gender equality globally, including through such key instruments and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Beijing Platform for Action.
- The UNDP has played a key role in supporting gender mainstreaming efforts within the UN and in member countries, including South Africa. In 2003, the UNDP adopted its own Corporate Gender Strategy.
- In the needs assessment that preceded this policy most staff at professional and management level exhibited a good grasp of the concept of gender and gender mainstreaming, but prior to this process there had been no systematic approaches to gender mainstreaming in the UNDP SA.

Gender policy framework

The policy is informed by, among others:

- The Constitution of the Republic of South Africa 1996;
- The National Women's empowerment and gender equality framework.
- The SADC Declaration on Gender and Development.
- CEDAW
- The Beijing Platform for Action.
- The Millennium Development Goals including goal 3, to promote gender equality and empower women. UNDP is the agency responsible for linking and coordinating all international and national efforts to reach the MDGs.
- The Gender Equality Practice Note UNDP November 2002.
- The 2003 UNDP Gender in Management Policy.
- The UNDP Corporate Gender Strategy and Action Plan (January 2005).
- The Resource Guide for Gender Theme Groups prepared by UNIFEM (January 2005).

Principles

This policy is guided by the following core principles, enshrined in the above commitments:

- ***Equality between women and men:*** This refers to a situation where women and men have equal conditions for realising their full human rights and potential, and are able equally to contribute to the national, political, economic and cultural development and to benefit from the results.
- ***Recognition of differences and inequalities among women:*** Women differ according to such factors as race, disability, class, culture, religion, sexual orientation and geographic location.
- ***Women's rights are human rights:*** Women's rights are part and parcel of human rights as enshrined in the Bill of Rights.
- ***Customary, cultural and religious practices are subject to the right to equality:*** This principle recognises the right of all persons to enjoy and practise their religious and cultural beliefs. However, these practices should not discriminate on the basis of gender.
- ***Affirmative action:*** This refers to corrective measures through programmes targeting women to redress the legacies of discrimination and subordination.

- ***Economic empowerment of women:*** refers to the capacity of women to access and control economic resources and make decisions for improving their quality of life.
- ***Entitlement to the right of integrity and security of person:*** Women are entitled to the right to bodily and psychological integrity as enshrined in the Constitution. This means that women have the right to security and to make decisions over their own bodies, including their reproductive rights.
- ***Mainstreaming gender equality:*** The UNDP defines gender mainstreaming as: "Taking account of gender equity concerns in all policy, programme, administrative and financial activities, and in organizational procedures, thereby contributing to a profound organizational transformation."

Approaches

The UNDP has been at the forefront of advocating a Gender and Development (GAD), as opposed to a Woman in Development (WID) approach to transforming gender relations. The UNDP stresses, however, that "there are two complementary approaches to achieving gender equality: mainstreaming gender and promoting women's empowerment. Both are critical."

The agency has elected to pursue the goal of gender equality and women's empowerment through mainstreaming gender across its core practices rather than establishing a separate practice area for gender equality.

Planning

Ensuring that gender is integrated into all planning instruments is an essential starting point for gender mainstreaming. For the UN system, the CCA is the overall review and analysis of the current situation in the country. It is the common instrument to identify key issues with a focus on the Millennium Development Goals (MDGs). UNDAF is the common strategic framework for the operational activities of the UN system at country level.

Starting with the 2006 to 2010 CCA going forward, the UNDP shall ensure that gender is a visible priority in, as well as integrated into all sector considerations in the CCF and UNDAF.

Programmes

The most important test of gender responsiveness is the extent to which gender awareness is reflected in the deliverables of the organisation. At a programmatic level this is reflected in the selection of programme areas. Because women have been historically disadvantaged, one approach is to ensure that the specific needs of women are addressed through programmes specifically targeted at women.

However, this should not be at the expense of ensuring that women benefit equally from existing projects, or indeed that women benefit slightly more, as a means of "positive discrimination" to overcome the existing inequalities. It is also important to understand that just because a programme is targeted at women does not mean there are no gender issues to address. For example, a programme for young women only that simply reinforces occupational gender stereotypes may not transform gender relations.

Gender-specific programmes: At the time of adopting this policy, three women/gender-specific projects were coming to an end in the UNDP SA. These involved support to an NGO advocacy group on gender violence; building the capacity of the national gender machinery and GFP's at provincial level, and a project concerning the role of men.

While gender-specific projects should not be at the expense of gender mainstreaming, it is important that the UNDP maintain a few flagship projects of a gender specific nature in strategic areas for advancing gender equality in South Africa. These include: legal education, more effective coordination between civil society and state actors; economic empowerment including through innovative tools like gender budgeting; empowering women in local government, including through use of ICTs, and assisting South Africa to take more of a leadership role in gender matters in the region, where the needs are even more acute.

Gender mainstreaming in all programmes : In accordance with the Corporate gender strategy, the UNDP shall ensure that gender is mainstreamed gender in all its programmes. The UNDP is currently restructuring the system of units into a more rapid-response, team-based system. Specific measures to be taken in the thematic areas that continue to be relevant, no matter what the organisational arrangements., are outlined below.

Governance and Regional Integration

This area concerns UNDP programming in the areas of governance and regional integration; provides support to the Deputy Resident Representative on strategic partnerships and has recently taken responsibility for overseeing the monitoring and evaluations of all programmes. Projects focus on strategies to reduce poverty and improve democratic governance.

The **UNDP Corporate Gender Strategy** says that emphasis will be placed on efforts to:

- Invest in women's full participation in democratic governance through support to women candidates in parliaments and local elections; provide leadership training for women in decision-making;
- Promote legislative, electoral and judicial reform to ensure that women's rights are protected in law and in practice;
- Develop women's political empowerment through increased access to information and communications technology;
- Integrate women's rights into national development strategies and support national capacity for the implementation of CEDAW; and
- Bring civil society and women's voices into the national policy dialogue.

Social Development and HIV/AIDS

HIV/AIDS and Poverty are central pillars of the UNDP work;

The **UNDP Corporate Gender Strategy** states that emphasis will be placed on efforts to:

- Develop HIV/AIDS responses that place women and girls at the centre and address their vulnerabilities and lack of power to negotiate protected sex;
- Promote the leadership of women in shaping government responses to the pandemic;

- Support strategies that mitigate the socio-economic impact of HIV/AIDS on women caregivers;
- Promote the use of participatory methods and tools for changing gender relations and addressing stigma; and
- Design multi-sector, integrated poverty reduction strategies to address the socio-economic impact of HIV/AIDS from the mitigation and prevention perspectives.

Environmental Unit

The four main focus areas are:

- Biodiversity
- Climate change and energy
- International waters
- Land desertification and degradation.

On energy and environment the **UNDP Corporate Gender Strategy** states that emphasis will be placed on efforts to:

- Build gender analysis into the design of energy services;
- Develop participatory resource planning; strengthen policy and regulatory frameworks to protect poor women's access to natural resources;
- Design gender-responsive strategies for sustainable development processes, including social, economic and environmental dimensions of energy services;
- Scale up and expand the UNDP case studies on energy and women as critical policy and programme design options to improve women's access to modern energy services; and
- Scale up and expand the use of the UNDP tool kit on gender mainstreaming in integrated water resources management.

The project cycle

At a project level, gender mainstreaming involves ensuring that the particular needs and requirements of boys and girls, men and women, are taken into account in all stages of the project design, from concept, to design to implementation. For example, in planning a sports project, unless a conscious effort is made to ensure that facilities are provided for male and female sports, the likelihood is that far more resources will be put into sports in which men predominate. This is an example of *gender neutral* programming (i.e. no negative harm was intended) that actually turns out to be *gender blind* (the upshot is negative because sport is so subliminally linked with men rather than women) that can only be corrected through *gender awareness* (a conscious effort, at all times, to question the gender implications of what we do).

The project cycle presents a number of opportunities to raise and integrate gender, but these are not being routinely utilized within UNDP SA.

Henceforth:

- As part of the follow up to the policy and strategy workshop, each unit shall develop a checklist to be considered in programme and project design to ensure that gender concerns are routinely incorporated into projects and move beyond a simple consideration of numbers.

- UNDP SA shall liaise with head office to ensure that gender considerations are clearly articulated in the situation analysis, strategy, management arrangements, monitoring and evaluation, results and resources framework, work plan and budget of all project proposals.
- Gender shall be reflected in the agenda of Pre Project Appraisal Committees (PAC) and in PAC meetings that brings together representatives of all units to assess projects and query the extent to which they are aligned with corporate priorities and goals and should form part of the record of the assessments made.
- In consultation with the host government, every effort shall be made to ensure that gender is integrated into the composition, procedures and minutes of the Project Steering Committee (PSC), checklists for field visits, and terms of reference for project evaluations.

Work place transformation

This concerns the range of administrative measures that need to be taken to ensure that hiring and promotion policies do not discriminate against women directly or indirectly; the creation of work environments that are family friendly and free of sexual harassment; as well as the re-orientation of the culture of an institution- its language and practices- to ones that encourage the best in both men and women.

In 2003 the UNDP adopted the **Gender in Management Policy**. Key provisions include:

- A target of 50/50 gender distribution in UNDP by 2010 in professional category and above; overall and in each level.
- Special measures for achieving this such as a 3:2 ratio in new hires; flexibility in promoting qualified women and a revitalized spouse employment policy (international staff); as well as gender-sensitive staff retrenchment policies.
- Work life initiatives such as the reimbursement of additional child care service costs incurred by single staff members while on travel duty.
- Learning opportunities and programmes including developing greater awareness of assumptions and perceptions regarding gender balance staff surveys and exit interviews that address gender issues.

In line with the above the following measures shall be taken:

- **Staff profile:** While there is good gender balance in the UNDP at the most senior levels, there is however less of a balance at other levels of the organisation. Women are particularly under-represented in the professional and middle-management categories. In accordance with the corporate target of 50/50 in areas by 2010, UNDP South Africa will draw up a plan for achieving this target; publicize it and monitor progress towards its achievement.
- **Selection, recruitment:** Selection panels shall be gender balanced, and gender sensitive guidelines drawn up for interviews. Where a woman and man are equally qualified for a post in a category in which there is a gender imbalance, the sex that is under represented will be given priority.
- **Career pathing:** While recognising the limitations of the short term contracts that many staff have, the plan for achieving the 50/50 target by 2010 shall specify how this is to be achieved through supporting women to fast-track into areas in which there is a gender imbalance.

- **Working conditions and practices:** During the follow up workshops to this policy, management and the staff union shall draw up a plan for ensuring more family friendly practices, such as day care facilities and flexi time. The corporate Work/Life and family leave policies shall be more rigorously applied in the country office.
- **Sexual harassment:** Following complaints of sexual harassment in the analysis that preceded this report, a task team, headed by a senior manager shall be established to look into the matter. The corporate sexual harassment policy shall be disseminated and steps must be taken to create a conducive environment for women to report incidences of sexual harassment. Workplace workshop and public awareness on sexual harassment shall be routinely conducted.
- **Awareness and attitudes:** The Gender Task Team (GTT) shall take responsibility for ensuring that a series of monthly brown bag lunches where topical and sensitive issues can be openly debated and units can share progress they are making as part of the Gender Policy (see also awareness raising under capacity building).

Monitoring and evaluation

The only way to measure the gender impact of service delivery is by having specific *gender indicators* as part of the monitoring and evaluation system. These, in turn, can only be meaningful if the organisation keeps regular, accurate and updated *gender disaggregated* statistics.

The most commonly available data in any organisation is that relating to the number of women and men employed by that organisation. This is an important but inadequate measure of gender mainstreaming. Gender indicators should include beneficiaries of the services being delivered.

They also need to include qualitative as well quantitative indicators. For example, numbers of women in a decision-making structure do not reflect the extent to which women actively participate in such a structure. This calls for other indicators: such as the proportion of women in leadership in the structure; the extent to which women raise issues and are able to influence policies etc. A useful way of thinking about quantitative and qualitative indicators is outputs versus outcomes.

Performance in any organisation is measured both at an organizational and programme level, as well as at an individual level. It is therefore imperative that gender indicators not only be at the collective level, but also at the level of individual performance management. It is especially important that gender feature in the performance agreements and assessments of managers who set the priorities and monitor the implementation of the work of the organisation.

Another useful measure is resource allocation. The easiest gender related-statistic to pick out in any budget is the resources specifically targeted at projects for women. However, such resources usually constitute only a tiny portion of the overall budget (often not more than five percent). Far more revealing is the extent to which a) women are able to benefit equally and meaningfully from the resources allocated to mainstream projects and b) the extent to which these projects help to redress gender imbalances, for example through promoting access by women to non traditional areas of work. *Gender budgeting* therefore refers not only to expenditures

earmarked for women; but also to an analysis of the entire budget from a gender perspective.

Henceforth, gender will be mainstreamed in UNDP monitoring and evaluation mechanisms in the following ways:

UNDP score card: This covers five areas: The UNDP contribution to development results (programme score card); Stakeholder perceptions; Organizational effectiveness; Learning and growth and Financial. At the time of writing this policy, gender only featured twice: gender mainstreaming, as one of the goals for the MDGs; and female/male ratio as a proportion of professional positions under organizational effectiveness. In future gender will be reflected in a meaningful way in all key performance areas.

Programme work plans: Henceforth gender indicators will be developed for all work plans. At any one time, the UNDP SA will have a flagship project for developing and tracking gender indicators, starting with the MDGs (see box below.)

MDG reporting, advocacy and implementation

As the flagship of international development efforts, the MDGs provide a key opportunity for developing meaningful gender indicators and monitoring implementation more effectively. The MDGs, which consist of eight goals; 18 quantitative targets and 48 indicators, have been criticized by gender activists for failing to mainstream gender effectively. Goal three is specifically to empower women and promote gender equality. But the targets are confined to gender parity in primary and secondary education; one of the few areas in which there has been visible progress. Gender is not effectively mainstreamed across the other targets. The UNDP Corporate Gender Strategy says that the UNDP will: “deconstruct MDG monitoring to flag disparities between women and men, identify gender-based discrimination and ensure gender monitoring in all targets; engender MDG implementation within the roll out at country level and strengthen capacities of the United Nations Gender Theme Groups” to support gender in the MDG’s. This presents a key strategic entry point for developing and monitoring gender indicators.

The Gender Balance Score Card: This is a tool that has been developed at corporate level to monitor the UNDPs 50/50 by 2010 target for its own staff composition. Henceforth the human resource division of UNDP SA will develop and publicise its own Gender Balance Score Card that is visible, publicised and tracked.

Performance appraisal: Gender mainstreaming should be written into the job descriptions and performance agreements of all senior managers and should be a standing item on the agenda of management meetings. As part of the follow up workshops to implement the policy, the UNDP SA human resource office and senior management will look into how gender can be written into the corporate Results-based Competency Assessment Form currently in use is extremely general and makes no provision for gender.

The **UNDP Corporate Gender Strategy** emphasises the importance of monitoring individual performance, especially that of senior managers and United Nations resident coordinators. It states that Results and Competency Assessments (RCAs) may include the following key performance indicators:

- Create an enabling environment and working conditions that promote the implementation of the UNDP work-life policy;
- Promote the advancement of women to increasingly high positions and protect staff from all forms of discrimination and harassment;
- Ensure that gender analysis informs the development of all policies and programmes, and that adequate resources are available to hire gender experts;
- Establish specific performance indicators for MYFF reporting on the gender driver;
- Provide gender training for staff, encourage learning and participation in the community of practice and the knowledge network on gender; and
- Upgrade the role of the gender focal point as a core function built into the relevant RCAs.

Resource allocations: Despite being in a country that has been at the cutting edge of gender budget initiatives, the UNDP budget has not been subjected to gender analysis, a key management tool for ensuring that gender mainstreaming is taking place. As a first step, there shall be a gender audit of the UNDP SA budget to include calculation of the average earnings of women and men in the UNDP would put a rand figure on the extent of the gender gap in the organisation and should form one of the targets in the action plan.

Budgetary allocations for creating and implementing and employment equity plan shall also form another target/indicator.

- The extent of identifiable budget lines for gender specific projects, and for gender mainstreaming projects such as this.
- The extent to which allocations between sectors reflect gender sensitivity.
- The extent to which there have been specific budget allocations to partners, as part of funding agreements, to assist with gender mainstreaming.

Gender score card as part of the Corporate Gender Strategy: According to the **UNDP Corporate Strategy**, the organisation is developing specific performance indicators to monitor, on a yearly basis, the effective implementation of its corporate gender action plan. These include a gender mainstreaming scorecard to be implemented in 2005 that will track overall progress in gender mainstreaming at the corporate level. This will “complement the gender balance scorecard launched by the Office of Human Resources in 2004, which relates to staffing and human resource management issues.” Henceforth, while all indicators should be integrated into the overall score card, there should also be a stand alone gender score card that accompanies the strategy and action plan, and is consistent with the Gender Score Card being developed as part of the UNDP Gender Corporate Strategy.

Gender management system

A **Gender Management System (GMS)** is the network of structures, mechanisms and processes put in place within an existing organisational framework, to guide, plan, monitor and evaluate the mainstreaming of gender into all areas of the

organisation's work, in order to achieve greater gender equality and equity within the context of sustainable development. A GMS may be established at any level of government, or in institutions such as universities, inter-governmental or non-governmental organisations, private sector organisations or trade unions. The mission of a Gender Management System is to advance gender equality through promoting political will; forging a partnership of stakeholders including government, private sector and civil society, building capacity and sharing good practice. (Commonwealth Secretariat, Gender Management System Handbook, June 1999).

Institutional mechanisms are critical for ensuring that gender mainstreaming takes place. Care must be taken to ensure that these structures are not marginalized, and that they are not regarded as just human resource department, but extend to the policymaking, planning and implementation arms of the institution. The responsibility for gender mainstreaming must be shared by all, and especially driven from the senior management level while ensuring that specific responsibility and expertise are vested in a gender unit or (in smaller organisations) a Gender Focal Point (GFP) empowered to perform a cross cutting function. The gender structures have a key role to play in developing gender analysis skills within the organisation as well as creating a conducive environment for gender mainstreaming. The structures proposed for UNDP SA are illustrated in the diagram below:

Country office

- The UNDP SA shall form a **Gender Task Team (GTT)** comprising Gender Focal Points (GFP) in each unit; appointed at a senior level, with clear Terms of Reference, and due acknowledgement of these tasks in their job descriptions and performance agreements.
- The GTT shall be co-ordinated by a full time **Gender Specialist**, operating from and reporting directly to the RR.
- The first task of the GTT shall be to organise mini workshops in each unit for developing gender action plans and indicators, as well as identifying specific capacity development needs and serving as the day to day liaison officers with GL.

UN system

- Within the UN level system the UN **Gender Thematic Group (GTG)** is an important channel for information sharing. In South Africa the theme group was been dissolved 4 years ago.

The **UNDP Corporate Gender Strategy** specifically assigns country offices the responsibility to:

- Promote gender mainstreaming systematically in the work the United Nations country team by establishing and strengthening inter-agency thematic groups on gender;
- Build the technical capacities of the thematic groups on gender in collaboration with UNIFEM and the United Nations inter-agency network on gender (by using the United Nations toolkit specifically designed for this purpose);
- Coordinate gender responses in the operational activities of the United Nations at the country level and promote coherence through the CCA/UNDAF, MDG and PRSP work processes.

- UNDP, through the new Resident Representative, shall initiate discussions within the UN Agencies on the establishment of a Gender Thematic Group (GTG) as soon as possible. This will provide a vehicle for closer cooperation between the UN agencies in SA and an entry point for interaction between the UN agencies and women's organizations. Through the gender thematic group, discussions could focus on the needs of the agencies, expertise required, whom to appoint, budgets etc. The regional gender specialist and the current gender focal point would be able to provide valuable suggestions in this regard.
- One of the first tasks of the GTG shall be to ensure that gender is integrated into the CCF and UNDAF.
- The GTT and GTG shall jointly identify tailor-made training on gender in relation to specific topics like HIV/AIDS; integration of gender issues in thematic training/workshops; informal on the job training; and brown bag discussions.

Steering committee

UNDP to add.

Awareness raising and capacity building

One of the major tasks of the GTT is to raise awareness of the gender policy and build gender analysis skills on a continuous basis. This will be achieved through:

- The establishment of informal structures like a Gender Forum and e-newsletter that will serve to mobilise all staff across the UN family, and especially staff at support level who appear to feel excluded from such gender mainstreaming and capacity building efforts as have taken place to date.
- Publicising the Gender Score Card to accompany the Gender Policy and Action Plan with progress and challenges reported on regularly in the e-newsletter.
- Using the needs assessment to draw up a training plan.

Annex G
SUMMARY OF UNDP GENDER POLICY ACTION PLAN: INSTITUTIONAL ARRANGEMENTS

Strategic objective	Actions	Who	Timeframe	Indicators
WORK PLACE ISSUES				
Selection and recruitment				
To develop and implement a strategy to meet UNDP's target of 50/50 at all levels by 2010, particularly at middle management level	Statement in advertisements encouraging women to apply to be re-formulated to read: The UNDP is committed to achieving a gender balance at all levels of its workforce and women are urged to apply"	HR	Immediately	Re-drafted advertisements that strongly encourage women to apply. Increased numbers of women applying for jobs at all levels
	Terms of reference of all advertisement to ensure that they do not gender stereotype specific positions, particularly those positions which are traditionally male dominated	HR Gender focal points	On going	Advertisements that do not exclude women from positions that are traditionally male dominated; Increased numbers of women applying for non-traditional jobs.
	Develop, disseminate and implement guidelines on sexism in interviews, including on appropriate and inappropriate questioning	HR	January 2006	Development of a policy.

Strategic objective	Actions	Who	Timeframe	Indicators
	Clear targets for achieving a gender balance in categories where this is not yet achieved	Management Unit Heads, where still appropriate	Immediately	
To develop and implement a strategy to achieve a ratio of 3:2 in new hires	Develop and implement a policy on gender balance in short listing for all jobs advertised	HR	January 2006	Development of a policy with guidelines on implementation; For all positions, shortlisted candidates will include an equal number of women and men short listed and interviewed.
Career pathing for women in UNDP SA				
To develop and implement a strategy to meet UNDP's target of 50/50 at all levels by 2010, particularly at middle management level	Develop and implement a structured mentoring programme for young women to be included in learning plan	Learning Manager Gender Focal Points Unit Heads, where still appropriate	January 2006	Mentoring plan available and distributed to all staff; Increased numbers of women receiving mentoring and professional coaching;
	Identify potential women candidates for mentoring and training for promotion in categories where a gender balance does not exist	Supervisors	Ongoing	Increased numbers of women able to be promoted.

Strategic objective	Actions	Who	Timeframe	Indicators
	Provision of clear information to all staff members regarding career mobility within UNDP SA and UNDP	Management HR	Brown bag lunch – February 2006	Increased awareness of career opportunities within UNDP; Increased numbers of women staff members applying for positions.
Gender and performance management				
To integrate gender into performance management	Job descriptions to be redrafted to include responsibility for gender mainstreaming	Supervisor Staff member HR Gender focal points	Immediately	Job descriptions that include responsibility for gender mainstreaming at all levels of the organization
	RCA to be redrafted to be consistent with redrafted job descriptions	Supervisor Staff member HR Gender focal points	Immediately	Gender recognized as a criteria against which all staff members will be evaluated; Increased awareness of gender mainstreaming; Excellence in gender mainstreaming to be rewarded.
Working conditions and practices				
To ensure induction and orientation process for new staff members	Develop an orientation package that contains a component on gender	HR	Immediately	All new staff to undergo an orientation; Increased awareness of UNDP policies and practices with regard to gender

Strategic objective	Actions	Who	Timeframe	Indicators
To increase access to information on UNDP policies as they impact on gender and empower women	Develop a regular email notification of all new policies	HR	On going	Increased awareness of key UNDP policies with regard to gender; Increased numbers of women making use of the policies.
	Brown bag lunches on key policies, including work/life policy, maternity leave and breastfeeding, use of flexi hours, telecommuting and work from home policies	HR Gender focal points	On going	
To tackle head on the issues of sexual harassment at country office	All staff to complete on line course on sexual harassment and obtain certification	Learning Manager to monitor compliance	January 2006	Increased awareness of what conduct constitutes sexual harassment among staff; Decreased number of complaints of sexual harassment
	Appointment of dedicated sexual harassment mentor	Senior management	Immediate	
	Staff Association to establish a sub-committee on sexual harassment to ensure on-going education and monitoring of the environment	Staff Association	January 2006	Establishment of sub-committee; Sexual harassment a regular item on agenda of SA
	Separate brown bag lunches to provide education and information to men and women	HR Gender focal points	On going	

Strategic objective	Actions	Who	Timeframe	Indicators
	separately on sexual harassment			
To include gender as a criteria in identifying service providers to the country office	Gender to be included in database of service providers	Procurement Assistant	Immediately	Database to include service providers that mainstream gender
To increase awareness of awareness of gender issues in staff	Compulsory formal gender training to be conducted separately for women and men	HR Gender focal points	ASAP	Increased awareness of gender and gender issues amongst staff members
	Brown bag lunches on key gender issues	Gender focal points	Ongoing	
PLANNING				
Mainstream gender into the new CCA	<ul style="list-style-type: none"> - Prepare the first draft of the CCA with gender mainstreamed - Data disaggregated by sex for all priority issues - Gender equity to re-draft version and provide feedback 	- AISA guided by UN country team & GoSA	November 2005	Gender mainstreamed in CCA
Mainstream gender into UNDAF	<ul style="list-style-type: none"> - Agree on the priorities - Advocate gender equality as priority area or cooperation 	- DGO	December 2005	Gender mainstreamed in UNDAF
PROGRAMMES				
Gender	- Identify 3 programmes that	- Gender Specialist &	- Mid November 2005	Gender specific projects identified

Strategic objective	Actions	Who	Timeframe	Indicators
mainstreamed into programme documents	are gender focused. - Establish gender reference group - PRE-PACs screening of gender mainstreaming	Task team		
Ensure that gender concerns are incorporated into programming	- Each unit to develop a check list/indicators	- Unit heads	- End 2005	Gender reflected in 2006 work plan
Gender concerns clearly articulated in every aspect of project documents	- At conceptualization phase of project design & ensure compliance to gender check list	- Project officers	- Jan 2006 - ongoing	Gender integrated into project documentation.
Gender reflected in every aspect of project implementation	- Steering committee - Field trips - TOR - Evaluations	- Project staff	- Ongoing	Gender reflected in reports and minutes
MONITORING AND EVALUATION				
Country office gender responsive score card	- UNDP corporate score card needs to be engendered and detailed. - Contextualize to SA country office practice areas	Unit heads M & E unit RSC to back-stop	November 2005	Gender integrated into country score card
2. Develop a flagship on the process towards	- Allocate resources - Build capacity of stakeholders to monitor	- unit heads - MDG officer Stakeholders/partners	March 2006	

Strategic objective	Actions	Who	Timeframe	Indicators
achieving the MDGs and link it to the new country office programme		- RSC to back-stop		
3. Integrate gender into the RCA	<ul style="list-style-type: none"> - Make recommendations to OHR to include gender in the competency score card section D1 - CO to incorporate gender in the individual results score card - Work planning process to integrate gender mainstreaming as a key result areas. - Revise JDs to include gender mainstreaming as a key performance indicator 	<ul style="list-style-type: none"> - Senior management - UNDP gender programme at HQ - HR, senior and middle management - Unit heads - Senior management - Gender Links - HR/Unit heads 	<ul style="list-style-type: none"> - November 2005 March 2006 October 2005 October 2005 	Gender integrated into the RCA's
5. Gender audit of UNDP SA budget	<ul style="list-style-type: none"> - Analysis of staff salaries - Analysis of programme resource allocation 	<ul style="list-style-type: none"> - UNDP finance - Gender Links 	March 2006	Gender analysis of budget
GENDER MANAGEMENT SYSTEM				
To establish an effective gender management	Appoint gender specialist	RC	October 2005	Gender specialist appointed
	Establish GTG	RR/RC	October 2005	GTG formally established

Strategic objective	Actions	Who	Timeframe	Indicators
system	Appoint GFPs across agencies	All agencies	October 2005	GFPs appointed
	Establishment and coordination of GTT Incorporating	RR	September/October 2005	GTT formally established
	Networking with external gender stakeholders	Gender Specialist	ongoing	
	Participation in targeted projects, e.g. women's day, 16 days of activism.	Gender specialist to coordinate	ongoing	Key networks established

Annex H DRAFT

Terms of reference (TOR) for SA UN Theme Group on Gender (TGT)

Purpose

The TGT will provide a vehicle for greater synergy between the UN agencies in South Africa in mainstreaming gender in their work as well as working more closely with the government and gender advocacy groups on this issue.

Background

The **UNDP Corporate Gender Strategy** assigns country offices the responsibility to:

- Promote gender mainstreaming systematically in the work the United Nations country team by establishing and strengthening inter-agency thematic groups on gender;
- Build the technical capacities of the thematic groups on gender in collaboration with UNIFEM and the United Nations inter-agency network on gender (by using the United Nations toolkit specifically designed for this purpose);
- Coordinate gender responses in the operational activities of the United Nations at the country level and promote coherence through the CCA/UNDAF, MDG and PRSP work processes.

Composition and structure

- UNDP, UNFPA, WFP, UNICEF, UNV, UNIFEM, WHO and or any other UN agency with a presence in South Africa will nominate a representative to be a theme group member.
- National members, including government gender focal points and representatives of gender NGOs may be invited to participate as ex officio members.
- The chairperson of the TG will be selected by the TG members, rotated among members every year. (NB: Suggestion that UNIFEM chair this group- for discussion)

Activities

The TG will identify a common strategy, and develop an annual work plan, to promote the following areas of interest:

- Ensure that gender is integrated into the CCF and UNDAF, and in the promotion of the MDGs.
- Training on gender in relation to specific topics like HIV/AIDS; integration of gender issues in thematic training/workshops; informal on the job training; and brown bag discussions.
- Areas of coordination between concerned organizations to promote gender issues and develop mechanisms to so this.
- Increase public awareness, advocacy activities and monitoring gender-related issues.
- Develop a consistent and reliable gender database in coordination with GOs and NGOs.
- Coordinate with other theme groups in order to ensure a consistent approach of gender issues and avoid overlapping e.g. the HIV/AIDS theme group.
- Promote networking and information sharing on particular gender issues with governmental institutions over theme groups and NGOs.

Mechanism for implementing TG's activities:

The TG activities will meet once a month. 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 coordination of the UN Resident Coordinator.

Annex I

UNDAF workshop

LG attended the session on women, youth and HIV/AIDS. The format for the session was a speaker on each topic, followed by a discussant. Thuli Madonsela spoke on gender with Ellen Kornegay (from the Office of the President) as a discussant.

Madonsela made the following points:

- Expressed concerns that since there was a separate session on gender, it could be isolated and not mainstreamed in the programme – should examine whether the other sessions have been advised to mainstream gender;
- Background – the constitution is progressive on equality and dignity and it placed human rights at the centre of democracy; it has chosen substantive, rather than formal equality, as the tool for transforming society; SA government has ratified CEDAW and African regional instruments; there are progressive policies and laws in place;
- Advances that have been made
 - the numbers of women in decision making have increased and there is good representation in government; while there have been significant areas of improvement, there is still work to be done e.g.. women are under-represented in the judiciary with only 13% of judges being female;
 - there is an elaborate institutional structure in place – including the OSW, the CGE, Parliamentary Committees;
 - there is a good legal framework, including the Employment Equity Act and the Equality Act;
- There are however a number of gaps
 - Health, including HIV/AIDS – we have failed to deal with the impact of HIV/AIDS on girls and older women;
 - GBV – the numbers of rapes are increasing and rape survivors are younger – in 2003, 40% of rape survivors were below the age of 18 years;
 - Poverty – gender is not being sufficiently mainstreamed in all poverty alleviation strategies;
 - Education – high rates of teenage pregnancies are having an impact on the education of girls; should also examine the type of education that girls receive;
 - There is still a need for law reform – in the areas of customary law and Muslim personal law;
 - The role of women in peacekeeping has not been explored sufficiently;
 - The role of men and definitions of masculinity must be researched.

She then identified her three priorities, but without setting out strategies for dealing with them or indicating the specific role that UN agencies should play:

- Poverty
- GBV
- Sexuality, including HIV/AIDS.

Kornegay's presentation spoke more to the target audience – she commenced her response by stating that she wanted to assist the SA government and UN agencies to agree on a strategy for 2007 and would make suggestions about practical measures to inform the strategy. She reinforced Thule's point that gender must be mainstreamed in all work and not isolated.

She said that the central issue was examining what still needs to be done to transform SA and central to that discourse is the transformation of gender relations. In the context of this discussion, the question that UN agencies and the SA government needed to examine was transforming gender relations within the framework of their bilateral relationship.

Both need to work towards minimizing inequalities and insofar as Madonsela has identified priorities, these are correct, but we must examine the systems that will ensure that gender relations will be advanced. Women must have access to government resources and opportunities. It is necessary to increase the capacity of government to undertake gender mainstreaming – it must truly become a cross cutting issue.

She emphasized that importance of the national policy on gender as it contained specific goals which should also inform programmatic work.

She then set out her practical strategy, which she stated was a pro poor strategy:

- Identify poor and vulnerable groups;
- Determine barriers preventing access to services and resources for these groups;
- Assess potential action to address these barriers;
- Address the special needs of high risk groups;
- Harness additional resources;
- Monitor poverty-related inequalities and its impact on women.

Reflections on the two presentations:

- Although Madonsela set the context well, neither she or Ellen went beyond identifying very broad priorities;
- Within those broad priorities, neither dealt with the specific role that the UN agencies should play, as distinct from government and civil society – so the presentations were quite generic and could have applied to any institutions.

The other presentations did not deal specifically with gender, although the representative from the NYC did identify gender mainstreaming as a challenge for the sector.

**Annex J
DRAFT MEMO**

**FROM: GENDER TASK TEAM
TO: BUSINESS PLAN WORKING GROUP
18 November 2004**

RE: COMMENTS ON THE DRAFT BUSINESS PLAN

The following is a summary of comments and suggestions for strengthening the 2006 work plan from a gender perspective, as part of the Gender Mainstreaming exercise currently being undertaken by the UNDP.

The principles that underpin the comments are contained in the draft gender policy that in turn draws from the UNDP Corporate Gender Strategy. This commits the UNDP to ensuring that gender considerations are clearly reflected in all policies, work plans, targets and indicators. Gender equality is understood to encompass both empowering women as well as changing attitudes among men.

Overall comments

Two general comments made were that:

- The project descriptions lack adequate contextual background and situation analysis. This is a key starting point for gender mainstreaming. Without such analysis projects may end up focusing on a narrow range of immediate issues that do not lend themselves to gender mainstreaming, or indeed to sustainable long term solutions.
- The work plan in its current form has not yet determined targets and indicators, nor has it been written up in a matrix format. Including gender considerations in these is a critical management tool for ensuring gender mainstreaming.
- There is no budget attached to the work plan, therefore no gender budget analysis could be carried out.

Mainstreaming gender in existing projects

Kwa Zulu Natal health project

General

Framing of the project: The absence of a situation analysis caused particular concern in this instance. The two interventions involve management training and human resource planning. The problem to be addressed is blockages to service delivery in rural hospitals in KZN. To ensure proper gender mainstreaming in this project, there needs to be a **gender audit** of the needs. For example:

- What is the cause of the congestion? Is it only a systems problem, or are there other issues, e.g. HIV/AIDS?
- Could part of this be resolved through strengthening the Home based Care System?
- In particular how can the HBC system be strengthened in a way that addresses the "unwaged work of women" upon which such systems are invariably based?

- Have gender disaggregated statistics been kept, and what do these tell us about the clients, the staff, and the community?
- If the majority of the patients are women and children why is this so? What can be done to reach out to men?
- If the majority of staff are women, but they are all in the lower paying positions what are the implications of this; to what extent are there gender underpinnings to the HR problems being confronted.
- How does the community presently interact with the health facilities? If there are structures set up, what is the gender balance of these? To what extent do women have any say in decision-making over the health facilities?

Missing elements

The project description talks of a Citizen's Charter and promoting citizen participation. But these are not reflected in the activities or expected outcomes. This is potentially a powerful entry point for gender mainstreaming.

Existing elements

With regard to the existing planned interventions:

- Management of patient information: Who has been or will be trained in use of this? What gender disaggregated data exists or will be kept?
- Innovative management training: What levels are to be trained? Of the 1000 to be trained, how many men and women? Is gender sensitivity included in the content of the training?
- Integrated services and human resource planning: Have gender criteria been built into the comprehensive revision of staff establishments to be carried out? How will gender be integrated into the planning, targets for rightsizing, addressing work place environment and grievances?

Model care and support to social and economic initiatives to mitigate the impact of HIV/AIDS in KZN

General

- What is the HIV/AIDS prevalence rate?
- What is the gender breakdown of these statistics.

Prevention/ traditional authorities

- What are the targets for training peer educators?
- Can these be disaggregated by gender?
- In particular will there be an effort to ensure male peer educators?
- Will the available education materials be reviewed from a gender perspective?
- What messages are being sent out in the training? Have these been analysed from a gender perspective? To what extent do these address core issues such as power relations in decision-making over when where and how to have sex?
- Is regard given to methods of prevention that women have control over, e.g. the female condom?
- Have the training materials been reviewed from a gender perspective?
- What methodology will be used? How will it ensure effective participation by women and men?
- In particular, what methodology will be used and messages conveyed in the workshops with traditional authorities.
- How are sensitive issues like virginity testing approached?

- What VCT facilities exist and what are the gender dimensions.

Care and support

- What kind of stigma exists in the community and is there a gender dimension to this?
- How are these going to be addressed through the proposed interventions?
- What is the target group and gender composition of care givers?
- Are there specific targets for ensuring some male care givers?
- In what way does the project challenge assumptions about the unpaid care work of women?

Vulnerability of households

- Is gender written into the TOR for the base line study? Can gender disaggregated data be derived from the findings, e.g. women headed households, child headed households, girl child headed households.
- How will this be used to design targeted interventions?

Coordination

- How will gender balance be reflected in the coordinating structures?
- How can gender be integrated into the HIV training being given to Councilors.

Eastern Cape

- Refer to gender audit consultancy commissioned by UNDP and undertaken by Imela Diof.
- GTT noted that gender is integral to but needs to be spelled out in many of the key strategic issues: e.g. public empowerment, participation and community development; capacity building and HRD; Free Basic Services which target poor households etc

Sustainable development

Although not in the current draft business plan, the GTT discussed the following:

Integrated energy centres

- Has a gender analysis been conducted on why these have failed to work?
- Who are the main clients of the centres? Have they been consulted about the kind of energy they want or need?
- To the extent they are primarily women, have their needs and interests been taken into account? Have they been familiarized/ consulted about non renewable forms of energy? Have they been involved in designing appropriate technologies to use these forms of energy ("If its not appropriate for women, its not appropriate")
- In what way has entrepreneurship around the centres been encouraged? What is the gender breakdown of the entrepreneurs?
- What specific efforts have been made to empower women through this process? What targets and indicators have or could be set?

2010 transport

- Is there gender disaggregated data on who uses what transport?
- How is the system being designed to ensure that it addresses long term needs, beyond 2010, and that this takes gender into account?
- How will the system challenge the apartheid geography of SA, and in particular absence of public transport to the suburbs and back at peak

working hours to facilitate movement by domestic workers who often have to live with their employees.

- What kind of jobs will be generated? How can women benefit?
- What will be the tendering procedures? How can women benefit?
- Who will run the new transport services? How can women participate in these decision-making structures?
- How will commuters be involved in/ participate in this initiative? How can we ensure that women participate in and have an effective voice in all these processes?

Wild coast bio diversity

- How can the project design ensure that women participate in and are empowered through the economic opportunities that will be generated, e.g. in tourism.
- How can we ensure that the replenishment of marine resources benefit women and men in the community?

Gender specific project: Service delivery to survivors of gender violence

The draft gender policy commits the UNDP to ensuring that each work plan has at least one flagship “gender specific” project. While this should not take the place of ensuring that gender is mainstreamed in all projects (see comments below) it is felt that having such projects (which has been the case in the past) serves two important functions: 1) It gives the UNDP direct contact with the gender justice and women’s empowerment sectors and 2) It serves as a constant reminder of the broader gender issues in each area of endeavour.

Taking account of the UN Service Delivery Optimisation (SDO) focus, the GTT proposes for consideration UN support to the government of South Africa in ensuring that comprehensive legal, psychological and health support (including PEP to survivors of gender violence) are accessible to all survivors of gender violence. Currently, UNICEF is supporting the government in developing Thutuzela Centres on a pilot basis. These have yielded good results but there are only five of them, serving less than five percent of the need. Alternative models (e.g. GRIP in Mpumalanga) are for an NGO to base itself at a health facility and provide these services. The Ministry of Health has adopted a Sexual Offences Policy that commits every health facility to assist survivors of sexual assault. The challenge is 1) studying the initiatives so far and coming up with a viable model 2) accelerated roll out.

This project has a number of features to commend it from a UNDP point of view:

- Inter UN agency cooperation, with UNICEF, UN Drugs Council etc;
- Inter gvt cooperation, between department, provinces, local authorities.
- Clear SDO needs.
- Clear rights and development issues.
- GBV highlighted by government as an area of need/focus in the CCF/UNDAF workshop.

Recommendations:

- RR to be invited to be on a panel where this matter will be discussed during the Sixteen Days of Activism (GL)
- Further consultations on the project.

Other issues

Other issues considered included:

- **Service delivery optimization:** GL has had no direct contact in the field with how SDO works, but from documentation it seems there is a need to review the detailed procedures around mapping, implementation, monitoring and evaluation to ensure that gender is integrated.
- **The Business Services Centre** has not been involved in the gender mainstreaming workshops. This unit has an important function regarding procurement. This is a key area for building in and monitoring gender criteria.
- **Pro docs:** UNDP templates for project documents, that emanate from HQ, are gender blind. The Dakar meeting on gender mainstreaming recommended that gender criteria be built into these. GL tasked with making suggestions. This is a key tool for ensuring that gender is “cemented” into project planning.
- **TOR for GTT and Gender Theme Group (GTG):** Discussed and draft to be submitted by GL; in the case of GTG in time for inter-agency meeting 24/25 November.

Annex K:

CHECKLISTS

Gender Mainstreaming Assessment Tool (UNDP)

Response key

Y=Yes F = Functioning

N = No FW = Functioning Well

ID = In Development NF = Not Functioning

UA=Unable to answer

General

A

- ✓ Policy Document on Gender Mainstreaming at CO exists.
- ✓ Gender Mainstreaming Policy is operational.
- ✓ Strategy document on Gender Mainstreaming at CO exists.
- ✓ Gender Mainstreaming Strategy is operational
- ✓ Advisory Group on Gender Mainstreaming is active (task force, steering committee, etc.).
- ✓ Linkage between CO and Regional Bureau Focal Point is strong.
- ✓ Staff as a whole are familiar with the
- ✓ provisions of the following documents: a) UNDP Gender Balance in Management
- ✓ Policy;
- ✓ UNDP Guidance Note on Gender Mainstreaming;
- ✓ Beijing Platform for Action;
- ✓ Beijing +5 Political Declaration and Outcome
- ✓ Document e) Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

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- ✓ Senior management are aware of UNDP's gender priorities and strategies. Professional staff are aware of UNDP's gender priorities and strategies.
- ✓ Responsibility for gender mainstreaming is shared by all staff.

Programming

- ✓ Sex-disaggregated data is included in situation analyses and programming documentation prepared by or for the CO.
- ✓ Gender issues linked to the available data are highlighted and addressed in discussions of the documents.
- ✓ Gender aspects of project/programme activities are included in the agendas of TPRs and other review meetings.
- ✓ Staff are regularly briefed on gender- matters.
- ✓ Staff are proactive in identifying opportunities for gender mainstreaming.
- ✓ A monitoring system is in place for ensuring the implementation of gender mainstreaming across country office activities.

External Relations

- ✓ Senior management are aware of gender priorities and strategies of development
- ✓ partners, particularly donors.
- ✓ Professional staff are aware of gender priorities and strategies of development partners, particularly donors.

- ✓ Senior management pursue gender mainstreaming initiatives with donors,
- ✓ presenting gender-related data as proposal support.
- ✓ Gender goals of UNDP and development partners are regularly discussed at inter-agency meetings.
- ✓ UNDP and development partners undertake joint action on gender issues.
- ✓ CO staff attending meetings with government officials raise gender issues relevant to meeting topics.
- ✓ CO staff attending meetings with NGO colleagues raise gender issues relevant to meeting topics.
- ✓ Local media are made aware of UNDP's gender goals and priorities.
- ✓ Local media are made aware of the CO's gender activities.

Staff Recruitment and Development

- ✓ All CO staff TOR include gender mainstreaming as a component.
- ✓ All mission TOR include gender mainstreaming as a component.
- ✓ CO staff receive phased training in gender mainstreaming.
- ✓ CO meetings are conducted in a democratic and consultative manner.
- ✓ Meeting tasks rotate (chair, minute-taking, timekeeping).
- ✓ Men and women are equally heard at meetings.

CHECKLIST FOR BUILDING GENDER EQUITY INTO PROJECTS (UNDP)

Preparation

- ✓ Which population groups are served by the project (women only, men only, men and women, other groups)?
- ✓ What information is already available about each population group and women in particular?
- ✓ Has information on women's and men's work in the household and community been collected? Is it adequate for the purposes of the project?
- ✓ Has there been consultation with people whose lives will be affected by the project, and what attention has been given to women in this process?
- ✓ Are women involved at all levels in the planning and implementation of the project?

Objectives and Activities

- ✓ What are the objectives of the project?
- ✓ Have both men's and women's opinions been sought in the definition of objectives?
- ✓ Are women's and men's roles reflected in the project's objectives?
- ✓ How do the objectives address the needs and concerns of women and men?
- ✓ What programs, activities, and services does the project have to ensure that gender needs and concerns will be addressed?
- ✓ How will the inclusion of women help to achieve the objectives?
- ✓ How will the activities and services include women's participation?
- ✓ In what ways will the activities and services benefit women?
- ✓ How will women have access to the opportunities and services which the project provides (egt. training, agricultural extension, new allocation of land rights, credit arrangements, membership in cooperatives, employment during construction and operation)?
- ✓ Are project resources adequate to provide these services for women?
- ✓ Is the project likely to have adverse effects for women?
- ✓ What social, legal, and cultural obstacles could prevent women from participating in the project?
- ✓ What plans have been developed to address these obstacles?

Project Personnel

- Are project personnel familiar with gender issues?
- ✓ Are project personnel willing to seek women's participation in implementing the project?
- ✓ To what extent are the female personnel experienced in delivering services to men?
- ✓ To what extent are the male personnel experienced in delivering services to women?
- ✓ If approach by male staff is not culturally acceptable, will the project make provision for female staff intervention?
- ✓ Are female personnel available for technical staff positions?

Operation and Maintenance

- ✓ How will the project ensure that women have equitable access to, and control of, material and technical resources and technologies?

- ✓ How will women participate in, and contribute to, the maintenance of equipment? Will training be provided?
- ✓ Through what organization(s) will the women be involved?
- ✓ How will the project affect women's time?
- ✓ Will their workload increase/decrease as a result of innovation or changes facilitated through the project (e.g.. mechanisation, new agricultural inputs and cropping patterns, withdrawals of labour by other household members, changes in distance to farms, workplaces, water supply, firewood supply)?
- ✓ If their workload is decreased, does this involve loss of income for women?
- ✓ Do the technologies introduced by the project require changes in women's work patterns?

Institutional Framework

- ✓ Does the executing agency demonstrate gender sensitivity?
- ✓ Does the executing agency have adequate power to obtain resources from own and other institutions to enhance women's participation in the project activities?
- ✓ Can the executing agency support and protect women if the project has a harmful or negative impact?

Monitoring and Evaluation

- ✓ Are separate data collected on women and men?
- ✓ Does the project have an information system to detect and evaluate the effects of the project on women and men separately?

CHECKLIST FOR GENDER REVIEW OF PROJECT DOCUMENTS

- ✓ Does the situation analysis take into account the different social, economic, cultural and political situations of men and women?
- ✓ Does the analysis reflect an awareness of the gender-differentiated impacts of socio-economic and development processes?
- ✓ Have data and statistics provided as background and/or justification for intervention been disaggregated by sex?
- ✓ If not, has a reason (e.g., unavailability of such data, inappropriateness of disaggregation against a particular indicator) been given for the omission?
- ✓ Is it proposed to address gender gaps in data under the project?
- ✓ Has collection of sex-disaggregated data been specified in the proposal for baseline survey?
- ✓ Does the proposed strategy appropriately address the dimensions of gender inequality described in the analysis?
- ✓ If not, where are the gaps?
- ✓ Do the proposed activities include action on gender issues identified in the strategy? Are they appropriate and adequate?
- ✓ Do the activities include any interventions to advance women's empowerment (e.g., formation of women's collectives, support to women's groups, capacity-building for women, gender training with men, creation of opportunities for women to participate in decision-making, increased access to resources, support for entry into non-traditional roles and spaces)?
- ✓ If yes, are these appropriate to the intervention and do they build on advances under other interventions? If not, are there opportunities for such action?
- ✓ Are success and impact parameters and indicators appropriately gendered?

- ✓ Does the monitoring framework include measurable gender indicators appropriate to the intervention?
- ✓ If only general indicators have been included, are there any specific indicators that could be suggested?
- ✓ Have adequate resources been provided for the proposed gender activities?
- ✓ Are there opportunities under the 'general' activities in the project where a gendered approach could be introduced or specific activities suggested?
- ✓ Have specific actions for gender equality been mandated under the project (e.g., specified percentage of women members in decision-making bodies, training programmes, study tours and other learning opportunities, economic opportunities)?

GENDER AND SUSTAINABLE DEVELOPMENT

Gender Links

General

- ✓ Number of women and men consulted in developing the policy
- ✓ The policy incorporates gender equality messages where possible and appropriate
- ✓ Gender sensitive indicators for monitoring and evaluating the policy
- ✓ Number of women and men benefiting from projects
- ✓ Policy makers are aware of the needs of men and women in relation to their roles and responsibilities
- ✓ Policies clearly provide for the achievement of equality in all aspects of society, including the promotion of women's nutrition and health and their participation in key decision making positions and in management of the environment.
- ✓ Mechanisms to promote and involve women in environment
- ✓ Mechanisms to assess the implementation and impact of development and environmental policies and programmes on women and to ensure their contributions and benefits.
- ✓ Information on access to and involvement in environmental programmes
- ✓ Gender sensitive environmental indicators

Environmental health

- ✓ Extent to which women's unwaged work is relied on where there are no facilities.
- ✓ Have feminine hygiene needs been addressed?

Water and sanitation

- ✓ What are the constraints to women and men, girls and boys in accessing appropriate water and sanitation facilities, water quality, water quantity, reliability, distance from source, distance from latrines, appropriate technology, maintenance, cultural acceptability
- ✓ What are the main water sources?
- ✓ Percentage representation of women and men in water-user groups and in decision-making bodies
- ✓ Gender analysis of benefits from programmes
- ✓ Physical characteristics of the area and how this affects women's and men's access to water
- ✓ Do project beneficiaries have a sense of ownership? Capacity building?
- ✓ Review of existing information and relevant legal documents with a gender lens

Land degradation

- ✓ What are the social, cultural, political and economic factors governing land use?
- ✓ How does exploitation of natural resources impact on women's and men's subsistence livelihoods? What role do women play in the production cycle?
- ✓ How does exposure to environmental pollution and degradation of the environment impact on women's and men's health and livelihoods? How does the negative health impact on the family affect women's labor, time use and educational and career opportunities?
- ✓ Are women legally and or traditionally recognized as managers of natural resources? For which natural resources are women primarily responsible? What

impact has land reform or policy had on women's access to land for food or cash crops?

- ✓ Are cropping systems adapted to the local ecology?
- ✓ Percentage of women and men taking part in policy initiatives that provide access to tenure, credit, extension and advice services.
- ✓ Are women consulted and are they able to participate meaningfully in conservation efforts?

Energy

- ✓ Has all background information been disaggregated by sex? Define political, economic and social elements of energy programmes
- ✓ What are the differences of access to and control over resources related to energy and energy services between women and men?
- ✓ What energy interventions will improve the livelihood strategies of women and men?
- ✓ Will women or men be responsible for the activities related to new interventions?
- ✓ Are the different roles and responsibilities of women and men documented and understood?
- ✓ How can the impacts be increased or reduced respectively?
- ✓ Participation of women and men in implementation and constraints
- ✓ Have both men and women's views about the various proposed technology options and design features been sought?
- ✓ What are the benefits of the interventions, as perceived by men and women?
- ✓ Will women and men benefit or be disadvantaged in the same way by the adoption of the proposed interventions and means of implementation?
- ✓ Will women or men be involved in maintenance and repair?
- ✓ Programmes provide expanded economic opportunities and improved health and social conditions
- ✓ Research has been done to find out the distinct energy needs of men and women. Are there conflicting demands?
- ✓ Gender sensitive set of energy related goals
- ✓ Gender disaggregated data of men and women participating in projects
- ✓ Impact of renewable energy interventions in women's work
- ✓ Gender disaggregated budgets
- ✓ Do programme and project evaluations report reflect gender issues, and is information disaggregated by sex?

GENDER AND HIV/AIDS CHECKLIST

Gender Links

Prevention

- ✓ Proportion of women and men who go for VTC.
- ✓ To the extent there are gender gaps, efforts made to redress these.
- ✓ Percentage women and men availing themselves of condoms.
- ✓ Percentage availability of female condoms at clinics.
- ✓ Availability of PEP at all health facilities and information campaigns surrounding this.
- ✓ Possible gender-based constraints to participation identified
- ✓ Campaign and public awareness debates emphasize responsible sexual behavior and are targeted at men and women, boys and girls
- ✓ Prevention efforts put both women and men at the forefront
- ✓ Does recruitment of peer educators include PLWHAs
- ✓ Is there a strategy developed and implemented to lobby for leadership support for integrated services? Percentage women and men consulted in this
- ✓ Identify vulnerable groups and provide appropriate support

Treatment

- ✓ Percentage women and men benefiting from ARV roll out.
- ✓ Gender disaggregated data of men and women receiving treatment
- ✓ Review of all HIV/AIDS budget allocations from a gender perspective
- ✓ Treatment services are offered in a stigma free environment
- ✓ Number of men and women with access to information on alternatives and treatment; access to social services, water, sanitation, housing and nutrition;
- ✓ Are linkages and resource sharing opportunities for treatment

Care and support

- ✓ Support for home based care givers.
- ✓ Home based care; gender balance of care givers
- ✓ Targeted intervention and support for orphans, child headed households, elderly women and the destitute among whom girls and women

Institutional structures and capacity

- ✓ Programmes are targeted at both women and men, boys and girls
- ✓ Information access to social services, water, sanitation, housing and nutrition
- ✓ Proportion women and men participating in programmes
- ✓ Gender disaggregated data is generated and used for planning, monitoring and accountability
- ✓ Gender balance in all decision-making bodies addressing HIV AIDS, such as National AIDS Councils
- ✓ Strategic partnerships with Community-based organizations and gender activist groups are enhanced
- ✓ Gender Focal Points/Units within coordinating structures at national and local levels are strengthened
- ✓ Individual and institutional capacity on gender and its relationship to HIV/AIDS is enhanced
- ✓ Gender disaggregated data at all stages of programmes
- ✓ Programmes designed with inputs from men and women

- ✓ Gender analysis included in every stage of developing and implementing programmes
- ✓ Capacity to collect and interpret gender disaggregated data available
- ✓ Formal analysis of institutional HIV/AIDS policies

LOCAL GOVERNANCE AND SERVICE DELIVERY CHECKLIST

Gender Links

Representation

- ✓ Percentage of eligible women and men registered as voters.
- ✓ Percentage of all candidates in the most recent elections who were women (ward and PR seats).
- ✓ Percentage of seats held by women in council.
- ✓ Percentage of women chairing municipal portfolio committees.

Participation

- ✓ Percentage of women and men in ward councils.
- ✓ Percentage of women and men in leadership positions in ward councils.
- ✓ Extent to which women participate effectively.
- ✓ Measures taken to encourage more active participation by women.
- ✓ Participation by women and men in public events.
- ✓ The number of public events as part of the City endeavour to deepen democracy and citizenship participation that have a specific focus on promoting gender equality.

E-governance

- ✓ Gender disaggregated data on e-governance strategy and awareness campaign.

Gender-specific programmes

General

- ✓ Are there gender-specific projects in the City of Johannesburg?
- ✓ How were these chosen?
- ✓ What specific benefits do they provide?
- ✓ Is there a danger that they could become an excuse for not mainstreaming gender?

Safety and security: Gender violence flagship

- ✓ CoJ action plan on combating gender violence.
- ✓ Gender disaggregated data on emergency calls.
- ✓ Number of reported cases of domestic violence.
- ✓ Number of reported cases of sexual assault and rape.
- ✓ Percentage of road length lit by street lighting.
- ✓ High profile campaigns on gender violence and their impact.
- ✓ Gender disaggregated data on victim empowerment and prevention programmes.

Mainstreaming gender into existing programmes

The economy and job creation

- ✓ Percentage women and men employed and in what job categories?
- ✓ Percentage women and men benefiting from the roll out of informal trading facilities throughout the inner city.
- ✓ Percentage women and men benefiting from growth in the tourism industry.

Procurement

- ✓ Do procurement policies set points for gender for contracts allocated by the municipality?
- ✓ Proportion of contract value given to firms with at least thirty percent women ownership and who employ at least thirty percent women.
- ✓ Are targets set for participation by women's business?

Service delivery- Integrated Development Plans

General

- ✓ Have women and men been consulted equally in the IDP process.
- ✓ Percentage of members of the IDP Steering Committee or Representative Forum who are women.
- ✓ Percentage of the members of the team preparing the IDP who are women.
- ✓ Is there a common agreement on how gender is to be defined and used in the IDP.
- ✓ Do the strategic objectives of the municipality explicitly mention gender?
- ✓ Do the terms of reference of the baseline study include a focus on gender?
- ✓ Is the data in the baseline survey differentiated by gender as much as the data available allows?
- ✓ Has information been collected from women about their constraints, opportunities, incentives and needs?
- ✓ Are gender indicators included in the IDP?
- ✓ Do all programmes in the IDP include gender equity considerations?
- ✓ Are all line departments required to include gender equity considerations in their business plans?
- ✓ Is data on client satisfaction disaggregated by gender?

Housing

- ✓ Do housing policies ensure access on equal terms for women without partners.
- ✓ What proportion of women/men own houses?
- ✓ Number of hostel units converted to family units.
- ✓ Conditions of women in male only hostels.
- ✓ Gender disaggregated data on title deeds.
- ✓ Gender disaggregated data on upgrading of informal settlements

Transport

- ✓ Ratio of drivers licenses issued to women relative to men.
- ✓ Does the municipality monitor the usage pattern of public transport by men and women?

Health

- ✓ Distance to health facility.
- ✓ Average number of visits to a primary health care facility per person per year disaggregated by gender.
- ✓ Maternal mortality ratio per 100 000 per annum.
- ✓ Prevalence of underweight under five year old boys and girls per 100 000.
- ✓ Infant mortality rate of boys and girls per 100 000.
- ✓ Use of contraceptives among women and men.
- ✓ Number of monthly pap smears; percentage adequate pap smears.

HIV/AIDS

- ✓ Proportion of women and men who go for VTC.
- ✓ To the extent there are gender gaps, efforts made to redress these.
- ✓ Percentage women and men availing themselves of condoms.
- ✓ Percentage availability of female condoms at clinics.
- ✓ Availability of PEP at all health facilities and information campaigns surrounding this.
- ✓ Percentage women and men benefiting from ARV roll out.
- ✓ Support for care givers.

Environmental health

- ✓ Extent to which women's unwaged work is relied on where there are no facilities.

Social development

- ✓ Proportion/ budget allocations for sports and recreation facilities that are used primarily by men versus those used by women.
- ✓ Number of programmes to challenge gender stereotypes in sports.
- ✓ Gender, age disaggregated data on use of existing facilities, e.g. retirement centres, community centres, libraries
- ✓ Percentage women/men, boys/girls participating in campaigns on scientific and technological awareness.
- ✓ City support for places of safety; number of centres established.

Annex L

EVALUATIONS

UNDP SA GENDER MAINSTREAMING INCEPTION WORKSHOP

	EXCELLENT	GOOD	FAIR	POOR	VERY POOR
1. PROGRAMME DESIGN	6	11			
2. PROGRAMME CONTENT	9	8			
3. FACILITATION	10	7			
4. GROUP WORK	6	10			
5. OUTPUTS vs EXPECTATIONS	3	12	1		
6. LEARNING OPPORTUNITY	8	7	1		
7. ADMINISTRATIVE ARRANGEMENTS	8	9			

COMMENTS

1. Which session did you find most useful? Why?

- Stereotype. Because e I have learned that a stereotype person wont learn anything.
- Definition of gender concepts. Helped with the basic understanding of gender issues.
- Debates on stereotypes. The group exercises were useful in informing individuals on what is sex, gender, structural discrimination. Also allowed individuals to understand what brought about gender and its inequalities.
- Case studies, in relation to formulation of policies and effects of disintegrated policies to gender.
- The most interesting part of the session was the introduction of the programme, while the most useful ones are the section on gender mainstreaming and planning. Both defined the subject matters very strongly to enhance my understanding of the gender aspects in the country I am working.
- Group work, case studies which enabled us to do analysis and interpret and mainstream gender into our analysis.
- Gender budgeting. This is a useful session because it taught me what is considered to be gender friendly budget. I am a finance and admin assistant and take part in budgeting for the programme every year. Therefore I am going to make sure that our next budget is gender friendly.
- Definitions. They gave clarity on often confusing items
- Gender in our everyday life
- The morning session
- Sex and gender. Can now differentiate and understand the difference.
- Both sessions. The second session was excellent in the tools used in gender mainstreaming (gender lens)the group work activity that focused on case studies. Learnt about gender disaggregated data and gender budgeting.

- Gender in our everyday lives. Because it brings out underlying issues and give reality to an obscure concept, 'gender'.
- Gender budgeting. Unpacking some key concepts such as practical needs; strategic needs. Gender mainstreaming
- Why gender mainstreaming is an issue in the UNDP. I am not sure if this has been fully achieved.

2. Which session did you find least useful? Why?

- 7 said none
- It was all helpful
- I actually find all the sessions to be quite useful
- None
- I think they were all informative enough
- Gender in our everyday life (stereotypes). It is not easy to change a person's perspective
- I found all the sessions extremely useful
- Gender in our everyday lives

3. What is most important to you in the follow up to this workshop

- Since I am new t this workshop I still need to do follow up until I can be able to contribute on discussions.
- Put all issues raised in the practice into the organization we work for.
- Now that there is an idea of what gender mainstreaming is, may be the whole company can have a workshop on the current status of women and men in the company.
- Gender mainstreaming tolls, practical implementation processes.
- I would like to have an opportunity to work on the actual mainstreaming of gender in our programmes. Hopefully the September workshop will be the best forum for this.
- Contextualize gender mainstream at workplace and revisit workplace so as to mainstream gender into place.
- The most important is the practical part where we can look at policies and see if they are gender friendly.
- Practical gender mainstreaming
- UNDP applies gender mainstreaming
- Practical engagements on policy and strategy on gender mainstreaming in the UNDP
- How to mainstream gender in our workplace.
- Training on gender
- Real engagement on what is the country status on gender disaggregated data.
- Women at work vs. women at home; reality of gender roles
- Assistance with mainstreaming gender when designing projects and programmes
- Out into practice lessons leant through designing practical tools to mainstream gender
- A nit more on the gender budget. It would also be useful to revisit each of the different sessions separately in a seminar/brown bag discussions during data that is drawn from various government departments.
- Internal versus external gender issues

- Practical versus strategic gender needs

4. If lunch time discussions/seminars were to be organized, what topics would you like to have covered?

- I would have the lobola topic
- Strategies on women empowerment/education in all spheres.
- How to begin to shift the mindset of men about women capabilities.
- Gender and globalization
- HIV/AIDS and Gender
- Feminism
- Gender implications in the society
- I would like us to take stock of what and how we are doing in mainstreaming gender in the management of the country office and implementing our programmes.
- Sexual harassment
- Gender sensitivity at workplace
- Women building bridges between themselves
- Women empowerment versus gender equality
- Why women are never seen as equal to men
- Is abortion a choice for the victim or parents
- The mainstreaming of gender in service delivery optimization
- Gender analysis
- Gender policy analysis
- Gender advocacy tools
- Again gender budgeting
- Sexual harassment
- Gender budget
- Sexual harassment
- Gender mainstreaming
- Gender and development
- How gender need influence employee's behavior in the workplace; how does it affect production, absenteeism, turnover and satisfaction.

5. Any other comments

- Wishing that the workshop should be extended and the invitation should be sent to all UNDP employees
- For the success of gender equity issues men should also attend in numbers and go for the facilitation process. Men facilitators should engage.
- The process is empowering to something that is being taken for granted.
- I wish to commend the excellent work done by Aloma, Celine, Colleen, and Agnes in organizing and facilitating this workshop. Colleen you did very well in the two icebreaking exercises you conducted during the beginning and afternoon session.
- I find this workshop very useful because I had very little knowledge on gender mainstreaming but now I understand better.
- Is it possible to have gender and HIV/AIDS both mainstreamed at workplace and work plan not as separate policy issues but as inseparable issues which need urgency/attention due to effects of HIV/AIDS gender at workplace – absenteeism, sick people etc?

- I find this workshop to be very useful because I did
- Good workshop
- The workshop was very informative and more time is needed to debate issues raised. The workshop has sensitized me more on gender issues.
- This was a learning opportunity for me. Realistic, understandable, very clear.
- Good session, need to do CCF next time
- RR to advocate gender mainstreaming in office
- Concern that other UNDP staff not on board with this process. Also that they are missing out on valuable information and knowledge.
- Very good and interactive. I wish more of my colleagues were present to benefit from the training

EVALUATION FORM
UNDP GENDER POLICY AND STRATEGY WORKSHOP
THURSDAY 15 September- Friday 16 Sept
VENUE: ST GEORGE HOTEL

Total No. of participants: 15

Area	Excellent	Good	Fair	Poor	Very poor
1. Programme design	4	6			
2. Programme content	5	3, too much	1		
3. Facilitation	8	2			
4. Group work	4	5			
5. Output Vs expectations	1	8	1		
6. Learning opportunity	4	6			
7. Networking opportunity	1	6	2		
8. Administrative arrangements	1	6	2		

1. Which session did you find most useful?

- The first day's programme. Because it helped me to know where the gender issues– how far we have gone, who is doing what, what are the needs and the gaps and challenges. It also assisted the UN to look inside (introspect), revise approach in terms of the new CCA/UNDAF
- Presentations were informative and gave us to repositioning ourselves and be relevant to support government in dealing with challenges in general corestreaming.
- The session on sexual harassment. Because there has been different perspectives on when one can refer to a situation as sexual harassment.
- Presentations on day one were all excellent. Because all the gender issues were represented, government, civil society.
- The case study as it gave a practical example of UN projects
- Group work. Gave opportunity to report substantively on strategy in rea programme issues.
- All. They were presented well.
- I found the inputs from guest presenters very useful (day 1) – a very good insight into SA's gender machinery.
- All – much information

2. Which session did you find least useful? Why?

- There was insufficient time to discuss each of the papers. These papers were very loaded with educational information which can be compiled into a resource file for each staff member. These could be used for reference and later for brown bag lunches.
- None
- None
- Presentation on the history of feminism
- Some of the presentations from guest speakers were below par; showed lack of preparation and a measure of 'cut and part'

- Presentation sessions by partners very useful except for those that were inward looking and brought no gender challenges forward.
- None
- N/A

3. Any Comments?

- There is need for 'in-service'/ongoing activities within UNDP/UN country office. I was amazed to see the level of insensitivity within the office about gender. I observed a man 'playing' with a lady y pulling a breast. The shock came when this was followed by laughter and not anger. The major point that causes lack of interest is the nature of short term contract. It is also not cost-effective to train staff who might not be there within 12 months.

Thank you.

- Gender Links to take us every step of the way – link us systematically with initiatives already undertaken by our partners and other stakeholders.
- Topics covered were basically relevant. The duration of the workshop should be extended.
- On day one there was a lot of information to absorb with little discussion time. Next time there should be allowance for more engagement on the issues presented.
- Excellent programming, presentation and guidance by Gender Links
- Looking forward to the gender mainstreaming strategy
- The first day was too top heavy with presentations
- Excellent all round